INFANTRY JOURNAL

The UNITED STATES
INFANTRY ASSOCIATION
WASHINGTON, D. C.

JANUARY, 1919

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Vol. XV January, 1919 No. 7

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CONTENTS

UNIVERSAL MILITARY TRAINING LEGISLATION IMPERATIVE BEFORE DEMOBILIZATION 537

SELECTING AND TRAINING MILITARY LEADERS ..... Maj. Charles R. Tips, Infantry, U. S. A.. 541

MORALE IN THE MAKING ..... Capt. D.W. La Rue, Sanitary Corps, U.S.A. 555

REHEARSAL OF DEMOBILIZATION 565

BRITISH DEMOBILIZATION PLAN 568

STAFF INSTRUCTION 569

SCIENCE AS APPLIED TO THE SELECTION OF NONCOMMISSIONED OFFICERS ..... Maj. George F. Arps 573

ECONOMY AND SALVAGE 578

EMPLOYMENT OF RETURNING SOLDIERS AND SAILORS 588

VARIED GROUND:

- Passes 600
- Foreign N. C. O.'s 600
- The Meanest Crook Yet 600
- Food on British Transports 600
- Letter Writing 601
- The Job Is Still Ahead 601
- Build from Below 602
- Keep up the "Camp Gordon Plan" 603
- Colored Minstrel Troupes 603
- Bolshevism 603
- An Act 604

EDITORIAL DEPARTMENT:

- Greek Verbs vs. K. P. 606
- Universal Training and State Troops 606
- German Invincibility 607
- Selecting Noncommissioned Officers 608
- Universal Training 608

BOOK REVIEWS 609

Map Reading for Aviators—A-B-C of Aviation—Group Contests for the Army, Navy and School—Administration—The English of Military Communications.

THE UNITED STATES INFANTRY ASSOCIATION 612

Officers—The Infantry Association.

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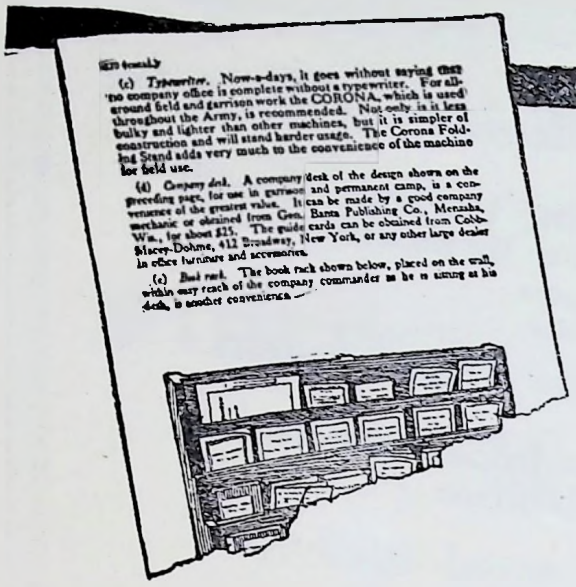

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INFANTRY JOURNAL

VOL. XV JANUARY, 1919 No. 7

Universal Military Training

Legislation Imperative before Demobilization[1]

UNIVERSAL military training in time of peace and equal national service in time of war, for these United States, is the lesson of the world war, now victoriously ending. The forces are active for and against this policy; the issue is on; it has become a live political question, not in a partisan sense, but in the sense that any national policy is essentially a political question and must be acted on by those in authority, supported by the people. This is the most important and serious matter the war has placed before us, and it would be wise for all those who desire to forward the will of the people to give to it a whole-hearted and aggressive support.

If this is not done, the confidence of those whose suffrage they enjoy will be forfeited. It is the belief of men close to those in power that this question of providing a permanent military policy will receive the earnest consideration of the President and the Congress; in fact, there are those who affirm that it is only a matter of the opportune moment and not one of principle or policy at all; that the President not only has not made any statement showing opposition to universal military training, but has made a very strong argument for it. This statement has been published, quoting the President in detail, and is reported as follows:

It is not inconsistent with American tradition that everybody should know how to shoot and take care of himself; on the contrary, it is distinctly implied in our Bill of Rights, where the right to carry arms is reserved to all of us. There is no use carrying arms if you do not know what to do with them. I should say that it was not inconsistent with the traditions of the country that the people should know how to take care of themselves, but it is inconsistent with the traditions of the country that their knowledge of arms should be used by a governmental organization which would make and organize a great army subject to orders to do what a particular group of men might at the time think it was best to have it do. That is the militarism of Europe, where a few persons can determine what an armed nation is to do. That is what I understand militarism to be. But a nation acquainted with arms is not a militaristic nation unless there is somebody who can, by an order, determine what they shall all do with that force. I think we ought to be very careful not to let these different things seem as if they were the same.

. . . . .

[1] Statement by H. H. Sheets, Secretary, National Association for Universal Military Training, November 19, 1918. Statement authorized by Lieut. Gen. S. B. M. Young, U. S. A., Retired, President of the National Association for Universal Military Training and Commander-in-Chief of the Military Order of the Loyal Legion of the United States.

As to the general thing we are all most profoundly interested in, and that is peace, we want the peace of the world. Now I do not know, I cannot speak about what I am going to speak about with any degree of confidence—I do not suppose any man can—but a nation which, by the standards of other nations, however mistaken the standards may be, is regarded as helpless, is apt in general counsel to be regarded as negligible; and when you go into a conference to establish foundations for the peace of the world, you must go in on a basis intelligible to the people you are conferring with.

Now let us suppose we have formed a family of nations and that family of nations says, "The world is not going to have any more wars of this sort without at least first going through certain processes to show whether there is anything in its case or not." If you say, "We *shall* not have any war," you have got to have the force to make that *"shall"* bite. And the rest of the world, if America takes part in this thing, will have the right to expect from her that she contribute her element of force to the general understanding. Surely that is not a militaristic ideal. That is a very practical ideal.

Applying this statement to the present situation, anyone can see that America must prepare an adequate force, properly trained and equipped, or repudiate her share in the obligations of any treaty of peace which is likely to receive the endorsement of unanimous and determined civilization. Universal military training will provide the necessary force, without disrupting our social, educational and economic life. It is the only way.

Mr. Taft said, in reference to the forming of a League of Nations: "No party in or out of Congress, no party in or out of the Senate, and no executive can afford to oppose this movement." Since any association of nations, formed to keep the peace, must rest upon force of arms, this force must be provided in such a manner as not to disturb the social and economic life of any of those so associated, if it is to receive more than a lukewarm support. In no manner can this be done except through a system of universal military training and equal national service, in time of peace and war, respectively.

This argument does not mean, nor is it to be construed to mean, that we believe in the idea of a League of Nations to Enforce Peace; it simply means that the system we advocate in this association is a purely rational and national system and, league or no league, America will have the means at hand and fully prepared to guarantee her independent sovereignty. This is not only a national ideal; it is a very practical ideal.

Peace is upon us and we find ourselves, militarily, unprepared for it. (Of the other fields of national interest and endeavor we have no authority to speak.) What of a national defense force? What of an army? Is there any plan formulated to take care of these and other pressing needs of the country—military needs? See what the law says, and then challenge, if you can, the statement that we are unprepared to meet the present situation forced upon us by the necessity for demobilization. The law leaves no doubt as to the period our men must serve in the Army of the United States. Here it is, chapter and verse:

Section 4. That the service of all persons selected by draft and all enlistments under the provisions of the act entitled "An act to authorize the Presi-

dent to increase temporarily the military establishment of the United States," approved May 18, 1917, shall be for the period of the war, unless sooner terminated by discharge or otherwise. Whenever said war shall cease by the conclusion of peace between the United States and its enemies in the present war, the President shall so declare by a public proclamation to that effect, and within four months after the date of said proclamation or as soon thereafter as it may be practicable to transport the forces then serving without the United States to their home station, the provisions of said act, in so far as they authorize compulsory service by selective draft or otherwise, shall cease to be of force and effect.

This act is mandatory and constitutes a binding contract between our soldiers and their government. Of course it will be performed to the letter and on time; but that is not the issue. The issue is: What are we going to do about the condition which we will soon be facing as the result of the performance of the obligation to release these men as soon as practicable? Certainly we shall not be such ingrates as to ask that the very men who have fought this war shall also do police and garrison duty on foreign soil while the rest of the men in and out of camps in this country shall go scot free! It would be grossly unjust, and that is precisely what we will have to do, and exactly what we will do, unless legislation for a permanent military policy based upon universal military training and equal national service is immediately adopted by Congress.

Realizing the seriousness and urgency of the situation, the Commandery-in-Chief of the Military Order of the Loyal Legion of the United States, in convention assembled, adopted at its annual meeting in Chicago, by a rising and unanimous vote, the following resolution, which was delivered October 25, 1918, by courier, to the President and receipt acknowledged by Mr. Tumulty for the President:

RESOLUTION

MILITARY ORDER OF THE LOYAL LEGION OF THE UNITED STATES

Journal Commandery-in-Chief, Thirty-fourth Annual Meeting, October 10, 1918.

[Extract]

Whereas, We, Companions of the Military Order of the Loyal Legion, feeling that great wars were at an end, made no earnest effort to ensure to our children, as a precious inheritance, the perpetuation of the military efficiency which the manhood of this country gained during the war of 1861-1865; and

Whereas, We now see our sons and grandsons as unprepared as we in 1861, summoned to perform a task as great as the one we laid down accomplished in 1865; and

Whereas, We now realize we cannot reap where we have not sown, and that the delay in putting our full strength into the field has placed our cause in deadly peril, realize as we did not realize fifty years ago that more than martial ardor is required to defend these states, realize that we have duties toward the men of alien birth who with such fierce valor have defended our common cause on the bloody fields of France, and convinced as we now are that only universal military training will weld our people into a homogeneous whole of citizens enured to arms, will transmit to posterity the hardihood and trained efficiency which we have seen accrue to our youth now with the colors, and will enable these United States to face, in calm security, the dangers of the coming years; and

Whereas, The execution of the selective law, under which millions of our citizenry have been summoned to the

colors, has exemplified to the American people the underlying principle of universal military training—a principle which lays under contribution to our fighting forces the arms-bearing population of every state and every county and township, every city and hamlet within the state, thus assuring equality of distribution of military burdens, and, incident thereto, equality of distribution of military opportunity and rewards; therefore, be it

Resolved, By the Commandery-in-Chief of the Military Order of the Loyal Legion of the United States, in convention assembled, That the President of the United States be respectfully requested to order the General Staff of the Army to prepare, in conjunction with the proper officers of the Navy, a plan for universal military training in the United States, and that the necessity be laid before him of publishing the plan thus drawn to the people of the United States for their earnest consideration.

The preamble and resolution was unanimously adopted.

S. B. M. Young,
Commander-in-Chief.
John P. Nicholson,
Recorder-in-Chief.

The resolution of the Commandery-in-Chief was unanimously endorsed by the Illinois Commandery of the Loyal Legion at the annual banquet in Chicago, October 10, 1918, the evening of the day on which the resolution was adopted by the Commandery-in-Chief.

The resolution is hereby endorsed by the National Association for Universal Military Training. This association, in cooperation with the Loyal Legion, has undertaken the publicity campaign on this resolution, and will submit it for endorsement to all other patriotic and national societies with which both it and the Loyal Legion are affiliated.

This is the opening article in a national campaign for the establishment, by law, of a system of universal military training, which campaign is to be carried on by the National Association for Universal Military Training. The editors of the country are earnestly requested to cooperate with us to the extent of their ability, as they have so generously done in the past.

Selecting and Training Military Leaders

By Major Charles R. Tips, Infantry, U. S. Army

THE qualities that make a man a leader are the same in military life as in business. With few exceptions men who have been successful leaders in civil life can easily be trained to become successful leaders in the Army. This fact has been made the basis of a comprehensive plan for selecting and training noncommissioned officers and officers among the replacement troops at Camp Gordon, Ga.

When the plan was proposed it was tried out first in one average company composed of about 200 drafted men from central Iowa. Nearly $33^1/_3$ per cent of these men were developed into successful noncommissioned officers and officers. The system of selection and training was then put into operation in one battalion with success, and very shortly thereafter was adopted for the entire replacement camp.

Under this plan all work of training noncommissioned officers in the camp is unified, coordinated, and systematized, and progresses continuously and definitely from the time a recruit enters the camp until he receives his warrant as a corporal or a sergeant, or until he enters the central officers' training school to receive the special training to become an officer.

Every man reporting for training is required, some time during the first week he is in camp, to fill out a questionnaire which gives a record of his past life and which is carefully examined by his company commander. It is designed particularly to discover men who have the qualities of leadership. A man's education, training and business experience are recorded, and the selection is made largely on the basis of the answers to these two questions: "How many men have you successfully handled?", and "In what capacity have you exercised the greatest authority or responsibility?"

Men who have successfully handled six or eight men in civil life as boss of a group of farmhands, or as foreman of a small department in some factory, will almost invariably make good corporals, and men with relatively more extensive experience will, in most cases, qualify to fill relatively higher positions. A man who can handle and control other men successfully in one place can generally do so in another. Capt. Maurice Chastenet de Gery, of the French Mission to the United States, recently said to the writer, "In this war the experienced business man has, in many cases, proven to be a more valuable officer than the man with nothing but military training, because the war is a vast business, and the same sound judgment that makes men successful in business makes them successful officers." Men who are accustomed to tackling business problems and solving them, to estimating a situation and formulating a plan of action, to meeting difficulties and overcoming them, to handling men and getting results with them, have the qualities that are necessary in a successful military leader; all they need is a course of intensive training to accustom them to

their new surroundings and to give them renewed confidence. Under the new plan at Camp Gordon, all men who, as a result of answers to the questionnaire or of personal observation and questioning, appear to have these qualifications are required to attend the company noncommissioned officers' schools.

The schedules of instruction for these schools are furnished from the camp noncommissioned officers' school headquarters. They follow a definite course of instruction which lasts for eight weeks and covers the subjects which are fundamentally necessary. The schedules which were used in the first series of schools are given at the end of this article.

Examination questions are sent to the companies each week for an examination on the work covered in the week's schedule. A list of the grades made and the high and low papers from each company are sent to headquarters of the camp noncommissioned officers' school, where they are carefully checked to see that the instruction in all companies is uniform and the grading just.

Even more importance, however, is attached to the practical work of the men on the drill field, and the system of training in use throughout Camp Gordon is particularly suitable for the development of a large number of competent noncommissioned officers. Under the supervised group method of instruction, which is used in every unit for all instruction drill, the new noncommissioned officers in the first month or two of their training get more actual experience and practice in drilling and handling men than many graduates of the early officers' training camps received during their entire course of training. In this method of instruction drill, the company is formed in two lines about 30 feet apart, and the men in both lines are faced toward the center. The captain controls and supervises the drill of the entire company, indicating by a whistle signal when a new movement is to be taken up, and by another signal when instruction in that movement is to cease. At the captain's command to take up the instruction, the platoon leader of each platoon calls certain noncommissioned officers or men who have been selected in advance to the center of the platoon or to the point where all men in the platoon can see them best, and has them demonstrate the new movement. In this way a standard of efficiency is set for the new men and frequently demonstrated to them, so that they have a definite standard of perfection which they can constantly seek to attain. The men who attend the company noncommissioned officers' schools are given instruction in their school classes the day before in the movements which are taken up during the day's drill. One of them is placed in charge of each squad, and as soon as the platoon leader has completed his demonstration they begin giving instruction to their group. With practice they develop confidence very quickly, and it is remarkable how proficient they become in a very few days' time. The platoon leader, of course, supervises all the instruction given in his platoon, and he requires the new noncommissioned officers particularly—

a. To set an example to the other men by their correct military bearing.

b. To give commands correctly and with proper cadence and emphasis.

c. To correct all errors made by the men in their group.

Qualification tests are held by the

company commanders and battalion commanders at regular intervals, and all men who come up to the standard of efficiency which has been demonstrated to the men, and which is kept constantly in mind by all officers, are marked as qualified. In the case of the men attending the noncommissioned officers' schools, the date of this qualification is entered on their records.

From the foregoing it will be noted that the instruction given to the noncommissioned officers falls into two general classes. The first is the theoretical instruction in the basic elementary subjects which are shown in the schedules given below. This theoretical instruction is given at night, classes lasting one hour being held held on Monday, Tuesday, Thursday, and Friday nights, and the second is the practical instruction and preparation of the men for their work as group leaders for the following day. This instruction is given during the day, ordinarily during the last hour in the afternoon. By getting this advance instruction the men are enabled to instruct their comrades on the following day and, with the right kind of instruction, they soon develop great confidence and enthusiasm, which two qualities are, of course, the basis of good morale.

The best men from the company noncommissioned officers' schools are selected to attend the camp noncommissioned officers' training school. In this camp school a strenuous thirty-day course of instruction is given, the purpose of which is to complete the qualification of the men in basic infantry training, close and extended order drill, musketry, elements of field service, guard duty, signalling, and, in addition, to begin their training in the specialties. The men completing the course are qualified as assistant instructors in physical training, including boxing and hand-to-hand fighting, in bayonet and, where practicable, in gas warfare.

The best men from the noncommissioned officers' training school are selected to attend the central officers' training camp, the others being recommended for the rank of sergeant or corporal, according to their showing in the school. These are sent to new units being formed, or overseas with replacement troops, or back to their original units to form part of the permanent training cadre.

In all of this training the principal aim is not so much the technical points about various subjects as it is to develop the qualities of leadership. Maj. G. Bertrand, of the 6th Alpine Chausseurs, who taught a large number of American officers the elements of modern infantry tactics, often said, "It is necessary for the infantry officer or noncommissioned officer to know the various infantry specialties and the characteristics of all infantry armament, but the most important thing for the chief is to now how to control and lead and maneuver his unit." So in this training the men are constantly impressed with the idea of their leadership, are made to feel the responsibility and the spirit of the team, and to realize that they are training and studying and working to qualify themselves so that they can care for and control and lead to success on the field of battle a team composed of companions and fellow-citizens. Men who do not come up to the requirements are dropped out. However, the course of training is not an elimination contest, but rather an earnest effort to develop skill and con-

fidence in men whose records show that they have some qualities of leadership. The result is up to the individual—"Will he function?" is the test he must pass. Under this Camp Gordon plan every individual who enters the camp is given the fullest opportunity to show what he can do, and it is believed this plan eliminates that waste which is far more serious than the waste of money; that is, the waste of human energy, undirected or misdirected, or not exerted at all.

The following is the course of training which is given in the camp noncommissioned officers' schools for the first eight weeks the soldier is in camp:

HEADQUARTERS
INFANTRY REPLACEMENT & TRAINING CAMP, CAMP GORDON, GA.

AN ELEMENTARY COURSE OF INSTRUCTIONS OF NONCOMMISSIONED OFFICERS IN COMPANY SCHOOLS

Eight Weeks

"The backbone of every organization is the noncommissioned officers who are a part of it. Properly selected, properly trained and properly used, the noncommissioned officers are the mainstay of discipline and of efficiency."—Major General David C. Shanks, "Management of the American Soldier."

The following is a course of instruction of noncommissioned officers which will be hereafter adhered to in the replacement camp. Its aim is:

1. To unify and standardize the instruction of noncommissioned officers throughout the companies.

2. To insure efficient instruction by systematic supervision.

3. By a careful system of rating to ascertain definitely the relative value of every noncommissioned officer or candidate in view of permanent appointments and recommendations for officers' schools.

4. To cooperate with the efforts of the camp noncommisioned officers' school in meeting the increased demand for noncommissioned officers available for transfer to new divisions.

This course runs parallel to the daily duties of a soldier and in no way conflicts with the training or administrative work of the units. It is intended to cover a period of eight weeks, during which time a grounding is obtained in the following subjects:

1. Close and extended order drill: Schools of the Soldier, Squad and Company, I. D. R., 1-257.

2. Musketry: Elements of theory of fire; Target designation; Estimating distances. Instruction in the tests preparatory to target practice. Coaching. Musketry, Chapter 3, paragraphs 22-23, 30-31, 36-37, 40-42; Chapter 5, paragraphs 91-97; Chapter 7, paragraphs 108-121; Chapter II, paragraphs 158-163. S. A. E. M., paragraphs 32-67, pages 185-187.

3. Field Service Regulations: Security Marches. Convoys, F. S. R., Articles II-IV, paragraphs 37-87, 96-121. Combat and patrolling, M. N. C. O., Chapter VI, Sections 1-4, pages 148-166.

4. Interior Guard Duty: M. I. G. D., paragraphs 1-6, 41-367.

5. Signals: Semaphore Code, I. D. R., paragraphs 37-47, pages 21-23.

6. Map reading and sketching: M. N. C. O., Chapter 10, pages 258-274.

7. Lectures by Battalion, Commanders or Officers designated by them on Trench Warfare, Morale, etc., Manual for Commanders of Infantry Platoons, to include School of the Grenadier and Sapper, pages 19-66. Choice of subjects left to battalion commanders.

RULES GOVERNING CONDUCT OF SCHOOLS

The following rules will govern the conduct of the schools:

1. As soon as a new group of men is transferred or assigned to organizations, company commanders will cause each man to answer questions on the form attached herewith. (Exhibit No. 2), copy of which may be obtained from these headquarters if necessary paper is supplied.

2. On the basis of this questionnaire,

all men possessing the following qualifications will be required to attend the company noncommissioned officers' school, and their work will be carefully rated.

a. All noncommissioned officers who have not completed the course.

b. All men who have had high school or higher education. This includes all men who have been as high as the tenth grade in school.

c. All men who have in civil life handled at least four men successfully.

d. All men who have owned and successfully managed their own business.

e. All men who make "C" or better on the psychological examination.

f. All men who have had previous military training.

g. All men who show unusual aptitude in qualifying among the first on the weekly qualification tests.

3. If a new group of men joins the organization before the completion of this course, the new qualified men will be immediately selected and given a maximum separate instruction of two weeks in I. D. R., 1-257, covering close and extended order drill in the Schools of the Soldier, Squad, and the Company, upon completion of which they will join the regular course and will be rated only on the parts they complete.

4. A noncommissioned officer record book will be kept by each company showing:

A. The rate in the oral work in school, written test, and practical application for each week.

B. Rate obtained in camp schools or elsewhere in some or all of the following specialties; (*a*) Gas, (*b*) Bayonet, (*c*) Administration, (*d*) Automatic Rifle, (*e*) Grenade, (*f*) Signaling.

C. Date of qualification in each of the following subjects: (*a*) Care and Use of Equipment, (*b*) Care and Use of Rifle, (*c*) Military Courtesy, Hygiene, and First Aid, (*d*) Manual of Arms, (*e*) Drill, (*f*) Guard Duty, (*g*) Gallery Practice, (*h*) Target Practice with Score, (*i*) Elements of Field Service, (*j*) Physical.

D. Rating in each of the following qualities: (*a*) Physical, (*b*) Intelligence, (*c*) Leadership, (*d*) Personal Qualifications, (*e*) General Value.

E. Whether he is suitable for officers' training school.

F. Quality of voice and bearing.

G. Result of psychological test.

All company schools will use for these records the attached form (Exhibit No. 1), copies of which may be obtained from these headquarters provided necessary paper is supplied.

All men attending company noncommissioned officer schools, including first sergeants, supply sergeants, mess sergeants and company clerks, will be requested to take the weekly written test and to qualify in all the subjects. If administrative or other circumstances make it impossible for any one of them to be present at the appointed hour, they will take the tests at a later time; but in such a case the facts will be stated in the margin of the record book. The same method will be followed if the organization is on the range, on guard duty, or otherwise occupied during the time allotted for the written test.

6. The company commander or an officer designated by him, properly qualified, and under the company commander's supervision and responsibility, will be permanently in charge of the school. These officers will be excused from two hours' drill on the days they conduct the school in order to prepare themselves adequately for the work, and from Saturday morning drill to read and rate weekly tests.

7. All written tests will be folded across the short side and will bear on the upper outer corner: (*a*) name, rank, company, and regiment of writer, (*b*) name and rank of rating officer, (*c*) the total rate. These papers will be kept as long as the men to whom they belong are connected with the company. Battalion commanders will frequently examine some of these papers in order to ascertain efficiency of instructors and

students. The highest and lowest papers from each company will be submitted weekly to these headquarters, where any discrepancies will be noted.

8. School sessions will be held as follows:

a. Mondays, Tuesdays and Thursdays, 3.30 to 4.20. Study and practical instruction in the work covered in the next day's drill schedule. An effort will be made to have all students absorb the simple, direct and compact language of the I. D. R. in explaining movements of the Schools of the Soldier, Squad, and Company. The best man in each platoon will be selected to demonstrate the new movements taken up in the following day's instruction drill. 4.20 to 4.30. Practice in signalling, beginning the second week.

b. Wednesdays, 3.30 to 4.30. Lecture by battalion commander or officer designated by him.

c. Mondays, Tuesdays, Thursdays and Fridays, 6.30 to 7.30 p. m. Study, discussion and quiz on the new assignments of the week's N.C.O. schedule.

9. Company commanders will personally supervise instruction and rating of all attendants of the noncommissioned officers' school in their organization. Battalion commanders will constantly circulate among company schools to stimulate, energize, and coordinate. They will see that instruction and rating is conducted intelligently, justly, and in accordance with the requirements of military courtesy and discipline.

SCHEDULES

First Week

Monday, 3.30 to 4.30. Study, discussion and practical illustration of work covered by next day's schedule. Select best man in each platoon to demonstrate new movements to be taken up.

6.30 to 7.30. *Commands:* I.D.R., 37-38; *School of the Soldier,* I.D.R., 48-73. Tuesday, 3.30 to 4.30. Study, discussion and practical illustration of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.

6.30 to 7.30. *Manual of Arms:* I. D. R., 74-100; 113-115.

Wednesday, 3.30 to 4.30. Lecture on trench warfare by battalion commander or officer indicated by him (use Manual for Commanders of Infantry Platoons).

Thursday, 3.30 to 4.30. Study, discussion and practical illustration of work covered by next day's scedule. Select best men in each platoon to demonstrate new movements to be taken up.

6.30 to 7.30. *School of the Squad:* I.D.R., 101-112; 116-118.

Friday, 6.30 to 7.30. A written test to be issued from these headquarters.

The following will be used as an oral quiz of points to be emphasized during the week:

1. Explain: Position of the Soldier.

2. *a.* What is the length of a full step in quick time?

b. How is it measured?

c. At what rate is its cadence?

d. What is the length of a full step in double time?

e. At what rate is its cadence?

3. A squad in line marches to the front.

a. What should the interval be?

b. What should the distance be?

If the same squad executes, "By the left flank, March."

a. What should the interval be?

b. What should the distance be?

c. What makes this difference?

4. Explain:

a. By the left flank, March.

b. Present, Arms (from the order.)

c. Port, Arms (from present).

d. Order, Arms (from port).

e. Kneel.

5. Explain: 1, Squad right; 2, March.

6. (*a*) When you drill your squad be always at attention. (*b*) Watch for errors and correct them promptly. (*c*) Make your explanations short and snappy without wasting too much time in talking. (*d*) In marching keep in step yourself; if you give the ca-

dence have an eye to the head of the column because your own step may be wrong. (*e*) Practice in giving commands; time equal to two counts must be allowed between preparatory command and command of execution. Give commands distinctly and snappily.

1. When is the command of execution given: (*a*) In marching to the rear, (*b*) by the right flank, (*c*) by the left flank?

8. Carefully read and memorize rules contained in I. D. R., 76; also 77-78, 82-83, 90, 118-119.

9. When you grasp piece at the balance, fingers rest on hand guard just above the exposed part of the receiver.

10. (*a*) At present arms left forearm is horizontal. (*b*) At port arms right forearm is horizontal.

Second Week

Monday, 3.30 to 4.30. Study, discussion, and practical illustration of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.

6.30 to 7.30. Signals, Semaphore, Code, Alphabet, Numerals, I. D. R., 41-47 and pages 22-23.

Tuesday, 3.30 to 4.20. Study, discussion and practical illustration of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.

4.20 to 4.30. Practice in semaphore signalling, alphabet, numerals, and words.

6.30 to 7.30. School of the Squad, I. D. R., 133-157; Use of cover; Musketry, pars. 158-164.

Wednesday, 3.30 to 4.30. Lecture on trench warfare by battalion commander or officer indicated by him (use Manual for Commanders of Infantry Platoons).

Thursday, 3.30 to 4.20. Study, discussion and practical illustration, of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.

4.20 to 4.30. Signalling practice.

6.30 to 7.30. Theory of Fire: "Musketry," Chapt. III, pars. 22-28, 30-31 (drift of the Enfield is to the left owing to its leftward twist), 36-37, 40-42. Instructors will make use of carefully prepared manifold copies of those appearing on pages 37, 44, and 47 of "Musketry."

Friday, 6.30 to 7.30. A written test to be issued from these headquarters.

The following will be used as an oral quiz:

1. To deploy a squad: (*a*) What is the verbal command? (*b*) What is the signal?

2. Explain: Kneel.

3. Explain signal for "Squads right, March."

4. Give commands for the three different kinds of fire.

5. Explain signals: (*a*) for "Forward, March;" (*b*) Halt.

6. (*a*) Which way is the drift of the Enfield rifle? (*b*) What causes it?

7. (*a*) If you are behind a tree, from what side will you fire? (*b*) If you are by a window, from what side will you fire?

8. (*a*) What is a trajectory? (*b*) What is the line of site?

9. Draw a diagram to show (*a*) Trajectory, (*b*) line of site, (*c*) line of departure, (*d*) jump.

10. Explain signals for: (*a*) Commence firing, (*b*) cease firing, (*c*) to the rear, March.

Third Week

Monday, 3.30 to 4.20. Study, discussion and practical illustration of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.

4.20 to 4.30. Practice in semaphore signalling.

6.30 to 7.30. Instruction in the tests preparatory to target practice. Coaching. Special Course "C." S. A. F. M., Appendix I, pages 234-236. *Position Exercise, Aiming*

Exercise, Trigger Squeeze Exercise, S. A. F. M., 32-61. Deflection and Elevation correction drills, S. A. F. M., 62-68. Emphasize paragraphs 35, 37, 44, 48, which should be memorized intelligently.

Tuesday, 3.30 to 4.20. Study, discussion and practical illustration of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.

4.20 to 4.30. Practice in semaphore signalling.

6.30 to 7.30. Target designation; estimating distances. "Musketry," Chapters V and VII, pars. 91-97, 107-121.

Wednesday, 3.30 to 4.30. Lecture on trench warfare by battalion commander or officer designated by him (use Manual for Commanders of Infantry Platoons).

Thursday, 3.30 to 4.20. Study, discussion, and practical illustration of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.

4.20 to 4.30. Practice in semaphore signalling.

6.30 to 7.30. Review of Monday's and Tuesday's work. School of the Company: I. D. R., 176-198.

Friday, 6.30 to 7.30. A written test.

The following will be used as an oral quiz on points emphasized during the week:

1. Explain: 1. Position, 2. Exercise (S. A. F. M., 35).

2. Explain: 1. Aiming, 2. Exercise (S. A. F. M., 37).

3. Explain: 1. Trigger Squeeze, 2. Exercise (S. A. F. M., 44).

4. Explain: 1. Rapid-fire Exercise, 2. Commence Firing (S. A. F. M., 48).

5. In designating a target what do you announce first and what last?

6. Practice in designating: (*a*) Targets that stand out so plainly that there can be no possibility of doubt, (*b*) targets plainly visible about which there might be some misunderstanding, (*c*) targets partially visible and difficult to pick up.

7. Estimate distances to various visible points of the camp and vicinity.

8. Give in inches the exact length of a squad front (100 inches).

9. Give in inches the space between the center of No. 1 and No. 4 of the squad (78 inches).

10. How many inches will No. 4 of the rear rank have to travel in order to come to his new position on executing Squad Right, March? How many paces does this make? (147.85 inches.)

11. Explain arm signals for: (*a*) Are you ready? I am ready. (*b*) What is the range?

12. Explain: 1. About, 2. Face.

13. To form the squad without arms, what commands do you give?

14. While a squad is obliquing to the right, you give the command, Mark Time, March. What command will you give to continue the march to the oblique?

15. What commands do you give to dismiss a squad with arms?

16. When the command is in line, what is the distance between rear rank and file closers?

17. A platoon marches in column of squads. What command would you give to form line to the front? When that command is given, what commands does the corporal of the leading squad give? What commands do the corporals of the other squads give?

Fourth Week

Monday, 3.30 to 4.30. Study, discussion and practical illustration of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.

4.20 to 4.30. Practice in semaphore signalling.

6.30 to 7.30. *School of Company—extended order,* I. D. R., 199-212. *Marches and convoys,* F. S. R., pars. 96-104.

Tuesday, 3.30 to 4.20. Study, discussion and practical illustration of work covered by next day's sche!-

ule. Select best men in each platoon to demonstrate new movements to be taken up.

4.20 to 4.30. Practice in semaphore signalling.

6.30 to 7.30. *School of Company—extended order,* I. D. R., 212-231. *Marches and convoys,* F. S. R., pars. 104-115.

Wednesday, 3.30 to 4.30. Lecture on trench warfare by battalion commander or officer indicated by him (use Manual for Commanders of Infantry Platoons).

Thursday, 3.30 to 4.20. Study, discussion, and practical illustration of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.

4.20 to 4.30. Practice in semaphore signalling.

6.30 to 7.30. *School of Company—extended order,* I. D. R., 232-257. *Marches and convoys,* F. S. R., pars. 115-122.

Friday, 6.30-7.30. Written test.

The following will be used as an oral quiz on points emphasized during the week:

1. The company marches in column of squads. The captain commands, 1. As skirmishers, Guide Center, 2. MARCH. You are the corporal of the first squad ahead. What will you do? (I. D. R., 207.)

2. Company is in skirmish line. Captain commands: 1. Platoon Columns, 2. MARCH. When this command is executed where are the positions of the platoon leader and of platoon guides? (I. D. R., 213.)

3. The company is on the firing line. You are leader of platoon on the right, and you get from your captain the signal to rush. What will you do? (I. D. R., 222.)

4. Who controls the movements of a company in support? (I. D. R., 226.)

5. You are a leader of a platoon in the support line. The company on the firing line has sustained gaps in many points and you are ordered to reinforce it with your platoon. What will you do? (I. D. R., 227-229.)

6. Give the four classes of ranges. (I. D. R., 238.)

7. Name the three classes of fire. (I. D. R., 241.)

8. What is meant by fire discipline? (I. D. R., 254.)

9. What is a successful march? (F. S. R., par. 96.)

10. A command of infantry marching down Hardee Ave. in column of squads is halted just as the head of the column reaches Peachtree Road. The rear end of the column is in front of the Liberty Theater. The distance from the crossing at Peachtree Road to Liberty Theater is 1,200 yards. (*a*) How large is the command? (*b*) If they were cavalry in column of fours, how many would there be? (*c*) If they were artillery in section column (single column of carriages), how many guns or caissons? (F. S. R., par. 98.)

11. (*a*) On which side of the road should troops keep while in march? (*b*) When is it permissible to split column right and left? (*c*) Can arms be stacked at a halt in column of squads? (*d*) If you are in charge of a detachment marching in column of squads on a road too narrow to allow two such columns to pass each other, and you see another detachment in same formation marching on the same road towards you, what will you do? (F. S. R., par. 99.)

12. You are marching in charge of two squads to accomplish some mission in a friendly country, you have camped during the night by a stream of good water in the country, and you have kept a fire burning all the time. What will you do before starting out next morning? (F. S. R., par. 100.)

13. (*a*) What is the rate prescribed per minute for infantry at drill in yards? How many miles an hour? (*b*) On the road what is the maximum to be counted per minute in yards? How many miles an hour? (*c*) What is the assumed rate of infantry columns per hour in miles? How many miles per day is the average march for in-

fantry? What is the average march per day in extensive operations involving large bodies of troops? What is the average march per day for small commands of infantry? (F. S. R., par. 101.)

14. What is the average day's march for cavalry? (F. S. R., 101.)

15. (*a*) When is the first halt made? Where and why? How long does it last? After first halt what is the average halt per hour? (*b*) While at a halt on march, after the command, "Fall Out," is given, a man comes to you and asks permission to go to a store about 250 yards away to fill his canteen with water. What will you do? (F. S. R., par. 102.)

16. You are in charge of a platoon on a march, and you have just reached a stream. You must cross it, but the current is strong and water waist deep. How will you arrange your men to make as good a crossing as possible? (F. S. R., par. 103.)

17. You are on a barge with other soldiers and a few animals ferried across a river. While you are trying to adjust a horse, he falls into the water, but you still have a firm hold of the reins. What will you do? (F. S. R., par. 103.)

18. (*a*) How should men enter pontoons or barges? (*b*) As your raft gets near the shore some of the men sitting in the center of the raft get ready to push forward and jump out. What will you do? Why? (F. S. R., par. 103.)

19. While on a march you see a man fall out in order to tie his shoe or to attend to physical necessity. What will you do? (F. S. R., par. 105.)

20. Classify different kinds of marches. What is the object of practice marches? (F. S. R., par. 107.)

Fifth Week

Monday, 3.30 to 4.20. Study, discussion and practical illustration of work covered by next day's schedule. Special attention should be given to training the new noncommissioned officers to explain drill movements in words of the I. D. R.

4.20 to 4.30. Practice in semaphore signalling.

6.30 to 7.30. *Security.* (F. S. R., pars. 37-48.)

Tuesday, 3.30 to 4.20. Study, discussion and practical illustration of work covered by next day's schedule. Special attention should be given to training the new noncommissioned officers to explain drill movements in the words of the I. D. R.

4.20 to 4.30. Practice in semaphore signalling.

6.30 to 7.30. *Security.* (F. S. R., pars. 49-64.)

Thursday, 3.30 to 4.20. Study, discussion, and practical illustration of work covered by next day's schedule. Special attention should be given to training the new noncommissioned officers to explain drill movements in the words of the I. D. R.

4.20 to 4.30. Practice in semaphore signalling.

6.30 to 7.30. *Security.* (F. S. R., pars. 64-83.)

Friday, 1.30 to 4.30. A tactical walk by battalion under direction of battalion commander to illustrate principles of security.

6.30 to 7.30. *Written test.*

The following will be used as an oral quiz on points emphasized during the week:

1. How is security obtained: (*a*) On the march, (*b*) In the camp or bivouac.

2. What are the duties of the advance guard?

3. How is the march of the advance guard regulated in small commands (in reference to its distance from the main body)?

4. Where is the habitual station of the advance guard commander?

5. You are leading a patrol to the top of hill; you see a man approaching from direction of enemy bearing flag of truce, what will you do?

6. By means of diagram or words, explain parts and subdivisions of an advance guard.

7. By means of diagrams or words, explain the parts and subdivisions of outposts.
8. What is a cossack post?
9. What is a sentry squad?
10. What is a picket?

Sixth Week

Monday, 3.30 to 4.20. Study, discussion and practical illustration of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.
4.20 to 4.30. Practice in semaphore signalling.
6.30 to 7.30. *Interior Guard Duty.* (M. I. G. D., pars. 1-6, 41-153; continued also in M. N. C. O., page 210 *ff.*)

Tuesday, 3.30 to 4.20. Study, discussion and practical illustration of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.
4.20 to 4.30. Practice in semaphore signalling.
6.30 to 7.30. *Interior Guard Duty.* (M. I. G. D., pars. 154-256.)

Wednesday, 3.30 to 4.30. Lecture by battalion commander, or officer indicated by him, on trench warfare.

Thursday, 3.30 to 4.20. Study, discussion, and practical illustration of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.
4.20 to 4.30. Practice in semaphore signalling.
6.30 to 7.30. *Interior Guard Duty.* (M. I. G. D., pars. 299-307, 337-367.)

Friday, 6.30 to 7.30. A written test. Discussion of previous week's test.

The following will be used as an oral quiz on points emphasized during the week. Numbers in parenthesis indicate paragraphs in M. I. G. D. containing right answer.

1. Name the four classes of guards. (1)
2. It is 7 a. m. You are an N. C. O. commanding the guard. You hear the call "Turn out the Guard—Officer of the Day"; what will you do? (52)
3. When do you inspect the guard if you are in command? (56) What visits do you have to make? (41)
4. You are commanding the guard; a new prisoner is sent to the guardhouse for confinement. What will you do? (68)
5. You are the sergeant of the guard. The corporal whose relief is on past is called away; what will you do? (68)
6. You are sergeant of the guard. A person is arrested by guard and brought to guardhouse. What will you do?
7. You are sergeant of the guard; the guard is turned out; the commander of the guard is present; where is your post after you have reported? Where would your post be if you were commander of the guard in the same case? (91)
8. As sergeant of the guard what lists do you have to prepare immediately after guard mount? (83)
9. You are a corporal of the guard. From whom do you receive and obey orders? (104) What lists do you have to make and for whom? (107)
10. You are the corporal of a relief of 11 men. Representing each man by a circle or line, draw a diagram of their formation in double rank. Number each man according to his post. (108) What commands do you give to form it? (116)
11. (*a*) You have formed your relief; the command "call off" has been executed. What commands do you give to start out? (*b*) Where is your the post of the corporal of the old guard if he is with your relief? (108)
12. You are marching your relief out in daytime. (*a*) How near to each sentinel do you come? (*b*) What commands do you give them, and what do the old and new sentinels do? (109)
13. (Same situation as above.) (*a*) By a diagram illustrate position taken

by old and new sentinel during the passing of orders on relief. Also your position as corporal of relief and that of corporal of the old guard. (*b*) How do the sentinels hold their rifles during above position? How does the corporal? (110)

14. (Same situation.) After the instructions relative to the post have been communicated, what commands do you give and what happens? (111)

15. You are the corporal of the relief on post and you are on the alert near entrance of guardhouse. (*a*) At a call the guard is to form outside. What will you do? (119) (*b*) Post No. 3 calls the corporal of the guard; what will you do then? (122) (*c*) Post No. 3 calls "The Guard"; what will you do? (124) (*d*) Post No. 3 calls *"Relief";* what will you do? (125)

16. It is night time while you are marching to post your relief. One of the sentinels challenges you; what happens then? What commands do you give? (130)

17. It is 6.30 p. m. You are in charge of the guard. Post No. 1 calls "Turn out the Guard"; "Commanding Officer"? What will you do? (222)

18. (*a*) Give the 7th General Order. (156) (*b*) Give the special orders that sentinels posted at the Guard No. 1 are required to memorize.

19. You are sentry Post No. 1. You see an automobile coming down the road towards you with a flag—white star on red field—at noon; what does the flag mean, and what will you do? (224)

20. (*a*) You are sentry Post No. 1. You see fire in neighboring building, what will you do? (208) (*b*) On same post what must you know about prisoners? (299-a)

Seventh Week

Monday, 3.30 to 4.20. Study, discussion and practical illustration of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.

4.20 to 4.30. Practice in semaphore signalling.

6.30 to 7.30. Review of I. D. R., 48-100. Combat and patrolling. (M. N. C. O., pages 148-154.)

Tuesday, 3.30 to 4.20. Study, discussion and practical illustration of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.

4.20 to 4.30. Practice in semaphore signalling.

6.30 to 7.30. Review of I. D. R., 101-158. Combat and patrolling. (M. N. C. O., pages 155-160.)

Wednesday, 3.30 to 4.30. Lecture by battalion commander or officer indicated by him on trench warfare.

Thursday, 3.30 to 4.20. Study, discussion, and practical illustration of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.

4.20 to 4.30. Practice in semaphore signalling.

6.30 to 7.30. Review of I. D. R., 157-212. Combat and Patrolling. (M. N. C. O., pages 161-166.)

Friday, 6.30 to 7.30. A written test. Discussion of previous week's test.

The following will be used as an oral quiz on points to be emphasized during the week:

1. (*a*) Is it permissible, as a rule, for the instructor to touch the men for the purpose of correcting them? (*b*) Is there any exception to this rule?

2. A corporal explaining a command to his squad has his feet apart, looks right and left where his men are not, and gesticulates with his hands. He has not given his men at ease or rest, but one moves his head, another glides his hand up and down his rifle and two stand in a drooping position. The corporal does not notice them. What do you think?

3. Explain: (*a*) 1. Forward, 2. March. (*b*) 1. By the right flank, 2. March.

4. Explain: (*a*) Rifle salute being

at right shoulder arms. (*b*) Rifle salute being at order or trail arms.

5. At right and left dress, at what position is the left hand held? How should fingers and thumb be?

6. Explain: 1. Right turn, 2. March. (For a squad.)

7. (*a*) A platoon is marching in column of squads. What command is given to form line on left? (*b*) What commands does the corporal of the leading squad give? (*c*) What commands do the corporals of the other squads give? (I. D. R., 187.)

8. The captain has ordered you to form the company under arms and to call the roll. What commands will you give?

9. The platoon under arms is to rest for a few minutes. The platoon commander orders you to dismiss the platoon. What will you do?

10. (*a*) What commands do you give to diminish the front of a column of squads? (*b*) What command do you give to bring them back into column of squads?

COMBAT

11. What is the one requisite necessary to win the battle? (M. N. C. O., page 149.)

12. In combat when should your squad commence firing? How many rounds of ammunition should each man keep in reserve and where? (M. N. C. O., page 150.)

13. When is a soldier permitted to go from the firing line to the rear? (M. N. C. O., pages 151-152.)

14. What must attacking troops first gain in order to reach the hostile position? Upon what does that depend? (M. N. C. O., page 153.)

15. Your platoon commander commands you to commence firing, but you have not yet understood where the target is. What will you do? (Pages 153-154.)

PATROLLING

16. When may a reconnoitering patrol fight? What is the main task? (M. N. C. O., page 156.)

17. What are the qualifications of patrol leader, and how should he be equipped? (M. N. C. O., page 157.)

18. You are designated to lead a reconnoitering patrol. What will you do before starting out? (M. N. C. O., page 157.)

19. While your command is camping in a certain place a report is brought by a stranger that the enemy approaches in force. You are sent out as leader of a patrol to secure definite information as to whereabouts of enemy. You have advanced 3 or 4 miles from your out-guards. At that point you catch sight of an enemy cavalry patrol at about 500 yards moving towards your camp. They have not seen you. What will you do? Will you fire at them? Send message? Or lead your patrol back? (M. N. C. O., page 157.)

20. If in previous situation you decide to send a message, what should that message contain? (M. N. C. O., page 157.)

21. After the above incident, you have gained a lookout from which you can see a road about two miles away. You observe a high thin cloud of dust on that road followed by a low thick cloud, which again is followed by a broken cloud. What do these clouds indicate? What will you do then? (M. N. C. O., page 159.)

22. Soon the front end of these dust clouds approaches a certain elevation in the distance behind which it begins to disappear. What will you do to roughly estimate the force? (M. N. C. O., page 159.)

23. Name some of the features of the terrain you are supposed to notice while leading a reconnoitering patrol. (M. N. C. O., page 160.)

Eighth Week

Monday, 3.30 to 4.20. Study, discussion and practical illustration of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.

4.20 to 4.30. Practice in semaphore signalling.

6.30 to 7.30. Map reading and sketching. (M. N. C. O., pages 258-263.)

Tuesday, 3.30 to 4.20. Study, discussion and practical illustration of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.

4.20 to 4.30. Practice in semaphore signalling.

6.30 to 7.30. Map reading and sketching. (M. N. C. O., pages 263-269.)

Wednesday, 3.30 to 4.30. Lecture by battalion commander or officer indicated by him.

Thursday, 3.30 to 4.20. Study, discussion, and practical illustration of work covered by next day's schedule. Select best men in each platoon to demonstrate new movements to be taken up.

4.20 to 4.30. Practice in semaphore signalling.

6.30 to 7.30—Map reading and sketching. (M. N. C. O., pages 269-274.)

Friday, 6.30 to 7.30. A written test to cover map reading and sketching, and semaphore.

The following will be used as a quiz of points to be emphasized during the week:

1. How do you "orient" a map? (M. N. C. O., pages 260-261.) (*b*) What is the R. F.? What is M. D.? What is V. I.?

2. Turn to the map in M. N. C. O. opposite page 274. What is the scale on this map? How is it represented?

3. What is the distance from the top of South Merritt Hill to nearest point of river bank?

4. You stand on top of South Merritt Hill on point of Letter R under 885. What is the slope between the two first contours to the south? What is the slope between the two first contours to the west?

5. Starting from the same point follow unimproved road keeping to right until you come to the road leading south to the U. S. penitentiary, and follow that road to the entrance to the building. Describe what you see on the right and left of the way. How far is it from where you started to entrance of penitentiary?

6. (*a*) Can you see from the same point on South Merritt Hill a man standing on top of Hill 881 to S. W.?

7. Can you see from the same place the corral on the line between you and the penitentiary?

8. How high is Pope Hill?

9. What is the difference between the woods east of Merritt Hill and those on the heights west by the west end of the way?

10. How wide is the river across O.?

SEMAPHORE

11. Attention! Send me a squad of grenadiers.

12. Where are the Brigade Headquarters?

13. We have located 4 machine-gun emplacements.

14. An enemy patrol is hiding 400 yards to left.

15. We need 9 boxes of ammunition.

16. Reorganize your men and have them kneel.

17. What is that black spot ahead?

18. Y X M R P L N D O F K H T Q Y.

19. Fox, Fence, Gray, Jumped, Little, Brown, Jug.

20. Numerals, 1 9 3 0 5 6 7 4 2.

Morale in the Making

By Captain Daniel W. La Rue, Sanitary Corps, U. S. A.

"SALT," said the little boy, "is what makes your potatoes taste bad when you don't put any in!" Morale is what makes the members of a group perform badly when it isn't there. Morale, like salt, is usually taken for granted; but if it is gone, we may try for quite a time before we can say just what is the matter and what is the remedy.

A crisis like war throws up topmost in our attention the fundamental requirements—food, clothing, shelter, and heat. But there is also a normal fundamental for all fighting, and that is morale. "An idea is greater than an army," says James Beck. And morale is more than a multitude.

It is primarily a civilian need, for wherever two or three are gathered together in common endeavor there is some sort of morale amongst them. And the leading reason, probably, why an army loses its soul, is because it feels that the people back of it are no longer aflame with the will to fight. In the days of our preparedness campaign, a cartoonist pictured our army and navy as Uncle Sam's arms, very slender and skinny; but we have witnessed the wonderful quickness with which they can develop bulky knots of muscle if only the body back of them is in condition.

Now this body is just the all-inclusive people. And in morale-making, as in other respects, democracy strikes the effective medium between monarchy and anarchy. In a monarchy, especially in a shrewd, well-managed monarchy, morale can almost be manufactured at the capital and distributed as a commodity throughout the kingdom, so long as the leaders *succeed;* but when failure comes, especially if the leaders are caught lying about it, the people, deprived of their sole support and unpracticed in self-reliance, are apt to go off in panic. In anarchy which is unrestrained by any containing commonwealth, there is likely to be about as much morale as there is in a collection of atoms of gas, each trying to fly from the group. In a democracy, morale, like government, is for the people, by the people, of the people. It does not depend on the waving of a scepter, but on the beat of many hearts.

Because it is in the mass, it must be the care of the many and not of the few alone, must be built up in the company rather than radiate wholly from the commander.

This is the reason for making it conscious; for morale, like digestion, is at its best, belike, when nothing occurs to make us think of it at all. It would be disgusting to a company of American stalwarts to hear the announcement, "Assemble, and I will subject you to influences designed to improve your morale!" However, there is a hygiene of morale, as of digestion, to be practiced persistently as the price of efficiency without accident. That would make an interesting history—the story of things thought of but prevented from happening because some person or group had grown a healthy soul.

Morale is a badly bandied word; shall we not first make its meaning more definite?

"Morale," said an old army officer, "is the belief, the feeling, that your squad is the best in the company, your company the best in the regiment, your regiment the best in the army, and your army the best in the world!" Accordingly, he bewailed the many transfers incidental to the making of an army by the American method of scientific placement, as destructive of morale, which, he maintained, can come only through long comradeship. But the American Army, if we may judge from the way it works, appears to be properly put together. There is such a thing as comradeship with a *job* which may be greater even than comradeship with a crony, and belief in your cause may outweigh your faith in your company. China, who has chummed with her ancestors for generations, has much less morale than many newer nations. Nor is morale mere organization egotism, any more than patriotism is national egotism.

Morale is unity of purpose that leads to well-ordered unity of performance. Of course we assume that the purpose is a worthy one. A company inspired with the purpose of saving itself, and systematically running away from battle, has excellent morale so far as living to fight another day is concerned, but poor, perhaps, from the standpoint of a more inclusive unit, its regiment. So the morale of each army in our world war may have been excellent in its own eyes; yet the morale of mankind considered as a whole, the morale of the world as viewed from the superior standpoint of the gods, has probably been very low for some years past. We wonder whether they are not holding council as to how to improve it.

It is no accident that the words *moral* and *morale* grow from the same root: persons and people are moral when possessed of a good purpose that every act is ordered to achieve. What that purpose is depends on the size of the group and what it is trying to accomplish. A people, to attain its welfare, establishes, more or less consciously, certain ways of acting called *mores,* assumed to insure this moral success. Such a people is de-moral-ized, and de-morale-ized, when its mores are either despised and neglected from within, or destroyed from without. So the Germans, on receiving news of their decisive reverses, are reported to have gazed about upon one another in mute questioning, as if each would ask his neighbor, "What, then, *shall* we do?" The trusted mores of Mars and Thor were tumbling. There was no longer, for such a people, any standard way to act. Morale was gone. To restore it, the Imperial Government renounced the old pan-German purpose of domination, seen to be unattainable, and announced a new one, that of defense. This, in so far as it found credence, permitted a new unity of purpose, with possible unity of performance.

Morale, then, is mental attitude—what the members of a group think and feel about the business they face. Good morale means cooperative mental attitude, unity of thought and feeling, which leads to concerted action. It is social soul, common will, greater by much than common wealth. Morale is at its best in that man and that organization where self is lost in cause, where each feels, "It makes no differ-

ence what happens to me: this thing is going through!"

Next, what are the essential elements of any morale situation? They are not hard to discover. Out on a Camp Meade drill field one day I saw two teams line up for a tug-o'-war. It was a draw for some minutes, each man planting his heels and pulling as seemed good in his own sight. But at last this athletic crisis produced a leader at one end of the rope, who vocalized his successive efforts in regularly recurring diaphragmatic explosions, half grunt, half command. But his comrades understood, and soon the whole team was pulling, grunting and advancing by rhythmic steps, until the opposing team was dragged off its feet.

Here we have (1) a situation, a crisis to be met, (2) a leader to interpret and appeal, and (3) followers who respond by concerted action.

This situation to be met may range all the way from a thoroughly real one, such as the Persian invasion of Greece, which caused the Hellenic states to unite, to one wholly visionary, created by those in power to induce the armed response which they desire for their own purposes. "For a war to succeed," said Bismarck, "it must be popular. And to make it popular, the people must believe they are attacked." Hence the ancient nonsense, which the world endured all too long, that Germany, being encircled by a ring of enemies, must therefore plant an inner ring of cannon.

Here, again, democracy shows its superiority in that, in a democracy, the truth will out and the people refuse to follow governmental whims or delusions. And here is an added reason why we resent any conscious, artificial effort to produce morale: the situation should speak for itself. We want to see it, feel it. We depend less on leaders. We will interpret and act for ourselves. So we came late into the world war because the situation was so far away that we failed, for a long time, to appreciate its full significance.

Leaders are needed, then, for there are still many ignorant among us, and many learned who do not find time to scan the horizon sufficiently outside their own specialty. We are still a multitude. Says James Bryce:

> 'A multitude without intelligent, responsible leaders whom it respects and follows is a crowd ready to become the prey of any self-seeking knave. Nor is it true that, because men value equality, they reject eminence. They are always glad to be led if someone, eschewing pretension and condescension, speaking to them with respect but also with that authority which knowledge and capacity imply, will point out the path and give them the lead for which they are looking.[1]

Much depends on a correct estimate of the people to be led. If they are romantically religious, they will follow Joan of Arc; but it is doubtful whether she would have been of much value to General Pershing in leading the American Expeditionary Force. A few simple principles must be kept before us: that the minds we are dealing with are as much subject to law as are physical bodies, and as sure to be moved if we can apply the right force in the right way; that since we are to move masses, we must search for those motives which are deep-seated and widespread in human nature; and that we must work both positively and negatively to keep away whatever would interfere with it.

[1] "Hindrances to Good Citizenship," p. 40.

The general problem of morale-making may be likened to one in mechanics; indeed, it is a problem in what we may call social mechanics. In the case of the physical, there are the force, the lever, and the mass to be moved; in the social, the situation, or crisis, the leader, and "the masses."

Now, we can influence our mass or group on three different levels: (*a*) the subconscious, or half-conscious, suggestive level, (*b*) the level of feeling and instinct, and (*c*) the reasoning level. We may almost declare that these three methods, low, middle, and high, all excel each other! We should use them all.

a. How often you have cleared your throat, or started to hum a tune, or rubbed your chin, or shifted your weight, or put hand in pocket, only to observe after you had begun the performance that your neighbor had just done the same thing, and you had "caught it" unconsciously from him. These are common examples of what psychology has demonstrated in the laboratory, that we are influenced by stimuli of which we are unconscious. We no doubt respond to many suggestions in our environment without ever realizing it at all.

Many stimuli arouse a half-conscious reception and reaction. The soldier's muscles tighten themselves, so to speak, in the presence of an energetic officer. Dr. Cabot has well described the effect on him of his neighbor's brisk military gait:[2]

> One of the pictures that I treasure in memory is the figure of Governor Roger Wolcott walking to the State House in the morning. He was magnificently alive and therefore creative. With every step he was composing triumphant martial music. I could almost hear the themes as I walked behind him. He little knew "what argument his gait to his neighbor's creed had lent."

Apply to such influences the well-known psychological principle that what is often practiced is given over to automatized nerve tracts and there fixed as the running years of our behavior, and we have a morale-making method of great practical importance. It suggests unity of purpose and secures unity of movement. Even the lower animals, having acquired habits more or less consciously, exhibit, in the practice of them, a steadiness and unanimity which in humans would commonly be called morale. It is related that at the battle of Sedan, six hundred riderless horses galloped up at the call of the bugle and took their places in regular formation. These sub-conscious and half-conscious influences make up what we call "atmosphere."

b. Above this somewhat indirect approach through suggestion lies the more direct appeal to feelings and instincts. But to what feelings and instincts shall we appeal? Evidently to those which the evolutionary process has bred in the blood as necessary to survival. In general, those who did not have these old racial traits have strewn with their bones the pathways of the centuries. An appeal to the survival qualities, then, must reach the mass.

Chief among such traits are self-assertion, sex-assertion, group-assertion, imitation and play. Of course, modern ideals require that our challenge to all these explosive desires shall be a moral one.

It is hard to say whether self-asser-

[2] Richard C. Cabot: "What Men Live By," p. 94.

tion or sex-assertion is nature's first law. Certainly her first law is not mere cowardly, shrinking, fleeing self-preservation. All the worst cowards must have been killed off long ago. A glance at the human race reveals that it is a race, indeed, in which the gods appear to favor the foremost and the black god gets the hindmost. It is needless to multiply instances; we see them wherever we see life, from the dog fight to the contest for rank, wealth, office or other preferment. It was this self-election to thrones or other insignia of rank that Jesus had to cast out of the breasts of his disciples. Yet the trait of personal push is only so much horse-power, neither good nor bad in itself—all depends on the steering. Germany's plan appears to be to give, to her soldiers, loot, and to her officers prestige and power. Moneyed America pays the soldier more than does any other nation. She tries to make her insignia the sign of serviceability rather than pomp; and though she encourages competition, it is to provoke to good works, a *friendly* rivalry and not a fight among beasts.

If anyone denies that sexual radiation is one of the brightest lights along the war path, let him take a census and see how many men find military life endurable just because it is "for her," the angel above the battle. Mohammed promised his faithful soldiers houris in heaven; and there is scarcely a great exhortation to battle that does not bring vividly to the soldier's mind the wife, sister, mother, or sweetheart that make home worth fighting for. Here, as always, we must choose between prostitution and purity. We know what the Huns have done, and we know what an American home is.

Self-assertion and sex-assertion give amperage, concentrated push power; group assertion gives voltage, mass power. Who has not wondered at the marvelous *morale* of a hill of ants, a hive of bees, or any other of nature's well-ordered colonies? We wonder if these creatures ever experience what the soldier feels when he and a thousand others click their heels in unison. It is the thrill of the power of numbers. One reason for our faith in God is that he is the God of *hosts*. But we can recognize the same idea in the slang song of the soldier as he joyously assures us that his "gang" is "all there," and insinuates that it isn't worth while for any power in hell to tackle his battalion! (In church we assert, somewhat more elegantly, that "the gates of hell shall not prevail" against us.)

Imitation and play can only be mentioned, leaving many minor instincts unmentioned. Imitation blends into hero worship, a good method of making heroes. The play spirit not only appears in its purity in athletics, but puts the sweetening into sour drudgery by regarding it as a game. So we hear of the "army game," the "war game," and every other kind of game. The American who is without sporting blood needs to be naturalized.

c. It has been said of President Wilson that he is composed of two ingredients only, brain and backbone. Of course this is not true, of course he has emotions, but they are trained to come to heel when there is duty to be done. If you wish to move such a man, you do not approach him with gifts or promises of personal enjoyment, but with logic, logic without stint or limit. And if you undertook to create morale among a mass of such men, you would

have only to give them a rational conviction of *ought;* nothing further would be necessary.

But reason does not so readily reach everybody. When Colonel Moss' negro regiment, the "Buffaloes," heard that they were to fight to make the world safe for democracy, some of them understood that they were to fight for the democratic party, and their patriotism could not be stretched so far! We must find the entrance to each man's mind on its own level.

Essential always is a great purpose, the greatest the individual can appreciate. Because religion affords a lofty ideal for self-devotion and at the same time opens an infinite satisfaction and reward, we find it the inspiration of many armies. The Kaiser and his "Gott" are notorious. Myers says[3] of Cromwell's "Ironsides": "It was composed entirely of 'men of religion.' Swearing, drinking, and the usual vices of the camp were unknown among them. They advanced to the charge singing psalms. During all the war the regiment was never beaten." We find the same spirit in our national anthem:

> Then conquer we must,
> Since our cause it is just,
> And this be our motto, "In God is our trust."

"America" closes with a prayer. Even in our present war it has been so often and so emphatically asserted that death on the field of battle wins a sure way to bliss above, that the Interdenominational Association of Evangelists unanimously passed a resolution condemning speakers who make death on the battlefield a passport to heaven.

What practical measures can we take to reach men in a suggestive, an emotional, or a reasoning way? We can reach the recruit early, if not before he enters camp, at least when he arrives. The following, written by a rookie, will suggest some reforms at certain of our camps:

> It requires a stout heart and courage to withstand the jibes and remarks hurled at the rookies as they pass along the dusty trail that winds up and down hills on the long hike to the receiving station.
>
> This is one of the chief outdoor sports at Camp ——— which all soldiers can indulge in, for it has been tried out on them, and nothing seems to give them more pleasure than to be able to cry out to a new crowd of selected men: "Oh, boy! Just wait until you get the needle (inoculated)."

From another camp a recruit writes:

> On Sunday afternoon we arrived at camp without sleep, breakfast, or dinner, and a smart buck private walked us by a roundabout way to our temporary quarters. Instead of lugging our traveling bags for one mile in the sun, temperature 104°, we walked six.

At other camps, however, a band is sent to meet each principal recruit train, with a committee, and perhaps trucks, to carry hand baggage. The first meals are planned with more than usual care, and the baptism of a good bath early marks the entrance into a new life. Scientific information is given concerning the value of inoculation. Clothing counts also, for it changes the whole outside of a man. "My uniform cannot come too soon," writes a member of the Students' Army Training Corps. This, especially if he dons it at once on entrance into military life, makes him feel that he is now a part of a mighty movement, and ready to *take* a part in it. Looking like a soldier on the outside

[3] P. V. N. Myers, "General History," p. 611.

has much to do with feeling like one on the inside.

Masters of morale lay much stress on the physical and mental condition of their men. "A cup of good coffee for breakfast means a good drill for the day," asserts one captain, and he adds: "Keep your men in condition and your company will run itself." Said a young man to a Red Cross worker, "It is these things that you are doing for us that make us want to fight harder than ever." Freedom from worry, the undivided flowing of the mind toward the duty in hand, is the ideal mental condition. Says a successful company commander, "I find I can sometimes change a man all over by lending him five dollars till pay day. He may be worrying about some little debt at home." "Now I can fight!" said a man who had just signed his insurance papers and so freed his mind. To give the soldier information about the camp, to inform him of its libraries and recreation centers, to care for him in distresses, to make his barracks homelike and to facilitate communication with the home he has left, especially through letter writing, are all valuable, for they constantly remind the man that *he* is valued, that he is the nation's chosen instrument for a great work.

When we have put a machine in good running order, we station it where it can do the kind of work it was made for. We should do the same with a soldier. Each of us wants to feel that he is contributing to the cause. There is no better way to brace the broken morale of a soldier who has been invalided home or transferred to the Development Battalion than to convince him that he can still do valuable work and is urgently needed to do it. To cure the feeling of down-and-out, replace it with one of up-and-in. Further, each wants to feel that he is contributing his utmost, and that means that we must, if possible, get him into the job where he fits best. One might suppose no man would feel that he "fitted" in a post of danger. Quite the contrary; take a case. A soldier in the School for Cooks and Bakers was eager to get into the artillery, where he could use his mathematical mind and education. His commanding officer disapproved his request for transfer, but he managed to get his case before the personnel adjutant, and the last seen of him he was beaming with joy and pointing proudly to his newly acquired red hat cord.

It is impossible here to exhaust the methods and devices by which the situation or crisis can be interpreted by our leaders on the levels of suggestion, instinct, emotion, and reason. Our one great purpose, our cause, should be couched in slogans, sung with lusty voice, rehearsed in story, outlined in lecture, portrayed in moving picture. We must make use of the desire to excel and advance, of love of home and country, of company pride, pride in work, the spirit of the game, and of *camaraderie,* camp fellowship, battle brotherhood, that thrilling compensation for the absence of the joys of the fireside.

Perhaps we do not take sufficient advantage of the power of print. At Fort Oglethorpe, Ga., where methods of morale-making seem to have been worked out more systematically than at any other camp in the world,[4] a plan was devised of distributing among

[4] In the Office of the Surgeon General of the Army, Division of Psychology, are a limited number of copies of a report by Maj. Robert M. Yerkes, S. C., on the Morale Work in the Medical Officers' Training Camp at Fort Oglethorpe.

recruits a slip, printed in their own language, to be posted beside their cots and read daily. It reads as follows:

Today you become a soldier of Uncle Sam. Try, then, to *walk* like a soldier, to *think* like a soldier, to *act* like a soldier—in short, *be a soldier!* You are to stay right here for ten days or more in order to get your uniforms, get acquainted with each other, have your examinations, get used to the water you drink, the food you eat, and the army way of living. All this is not easy to do, and there is much you will not understand at first. But remember that all good soldiers have learned to do the same things that you are learning to do. If *you* succeed, and *I* succeed, we'll soon have a winning army, and a winning army wins the war. So keep your head up, your eyes open, and *smile!*"

In other camps, some such exhortion is printed on the back of the name tag.

Another Oglethorpe idea is that of sending to the home of each soldier a letter, reading as below:

.....has safely arrived at this camp. With your assistance, we shall try to make him a good soldier—clean, strong and manly. We need your help. Write to him often. If you are proud of him, tell him so. If pleasant things happen back home, write about them. Remember always that you are the Reserve—the *Reserve Army* of Courage, of Enthusiasm, of Smiles. Write letters filled with these things to your soldier boy, and you will help us to help him.

One would suppose that a simple textbook of the war, printed in various languages and appropriately illustrated, might well be placed in the hands of every soldier. The human mind is more fluid than events; we are prone to forget our ideals, see only the dirt, and be satisfied when our cause is but half won. It is for this reason that we have our slogans, such as "Remember the Maine!" Yes, and the *Lusitania!*

All our methods and devices can be summed up under two pedagogical heads, Contemplation and Participation. It is good to contemplate the good, for it helps to make us good; but our thrill is more constructive if we *act* the good.

Contemplation can be achieved through reading, lectures, story-telling, pictures, plays, personal examples. What goes in through eyes and ears will come out through the muscles. A weak little boy named Sandow, seeing the statues of the strong, was inspired to become strong. By example we provoke to good works. We grow great by contemplating the great.

Participation, expression, insures the morale of the motor nerves, so to speak, and heightens the flush of feeling. So singing is effective because it is half-acting. The actor of the angry part may became angry. Act happy and you invite happiness. The soldier who salutes respectfully and holds himself at "Attention," learns a new meaning for respect and attention. But the flower of fine conduct unfolds from within; it is well to begin (as the average sergeant does not) by forming the inner attitude and then inducing it to express itself naturally in the living figure.

Participation also suggests the morale-making power of mass action. Putting on the uniform gives one the feeling of being borne and controlled by the current of a great cause. "The drill," said a major known for the fine tone of his command, "is a great morale builder because of the effect of the simultaneous performance of the same movement by every man in the group." This is a lofty communion, the communion of action.

It may help us if we consider how we

would go about it to *destroy* morale if we wished to do so, and we do wish to break the morale of the enemy. If morale is "unity of purpose that leads to well-ordered unity of performance," then we can destroy it (1) by destroying faith in the purpose to be achieved, making it appear unworthy, or not worth while, and (2) by destroying faith in the power to achieve it, inducing the feeling of "It's no use trying." Further, we might lower morale by persuading each individual that there was "nothing in it" for him personally. Here enter the old morale-breakers, fear, self-interest, and all other selfish, shrinking instincts. If we would preserve the group spirit that urges to action, we must fight fire with fire by playing one instinct against another. So to the slacker we say: "How will you stand after the war?" and to the coward, "What will your comrades and the folks back home think of you?"

The publicity motive here suggested, together with the social reaction and re-rating that follow, is probably the strongest influence that can be brought to bear on the average human being. It is frequently, if not always, stronger than the fear of death. We are all stirred to action by the "Great Taskmaster's eye" over us, and the "cloud of witnesses" about. Napoleon reminded his soldiers that forty centuries looked down upon them. A captain tells me he has completely reformed some military ne'er-do-wells, too prone to absence without leave, by subjecting them to the full scourge of company condemnation. So sufficiently were they improved that certain of them were later sent to officers' training schools.

In encouraging the morale-makers and discouraging the morale-breakers, we must weigh well the value of positive and of negative means. Always there should stand out in our consideration (if not in our public announcements) the alternative roads of conduct, the if-you-do and the if-you-don't of the situation. But emphasis should always be laid on the positive. The healthy-minded man lives more by his attractions than his repulsions, makes more of tying with the people and principles he loves than of breaking from those he hates. The good shepherd leads; only his dog drives. The fore-drawn airplane is the better balanced. Heaven ahead and hades at our heels —these typify the everlasting pull-push draw and drive of life; but it is the state of blessedness ahead, rather than the pit of darkness behind, that energizes us.

The machinery of the morale situation requires a chapter by itself. More facts must be collected, perhaps through questionnaires sent out to both enlisted men and officers, to enable us to know what to do. Morale sergeants, not known as such, may be placed in every company, with a morale officer for larger units. A general department of morale may be necessary, with all its appurtenant literature, periodical and other.

Finally, while not all may react to this distant stimulus of final purpose, every one will respond to an atmosphere of right spirit. The chief personal elements in the creation of such spirit are *kindness, firmness,* justice, faith. He who is not kind lacks the heart of democracy; he who is not firm lacks the will of democracy; he who is not just lacks the judgment of democracy.

As for faith, he who has it not lacks the creative spirit of democracy, for faith is literally the substance (that which underlies) the things we hope

for from our men. To quote again from Cabot:[5] "A fine example of this occurs in Shakespeare's 'Henry V.'" The king is before Harfleur. His soldiers lean on their scaling ladders, taking breath in a pause of the fight. By all they hold sacred in home and country Henry urges them once more to the attack. Then creative faith breaks loose.

> I see you stand like greyhounds in the slips,
> Straining upon the start. The game's afoot;
> Follow your spirit: and, upon this charge,
> Cry—God for Harry! England! and Saint George!

He saw them straining—yes, with the eye of faith. They tugged like greyhounds in the slips—especially after he had recognized their eagerness. He brought to birth in them more spirit than had otherwise been born, and they in turn brought to his lips, as he faced them, the very nobility of his words. A disloyal or uninterested spectator would have seen merely a crowd of dirty, sweaty soldiers. King Henry saw that, too, but *within the gross total of what he saw he selected and summoned forth what most belonged to him and to them* —their germinating souls, their destiny, the courage which they had when he believed it, not otherwise.

[5] "What Men Live By," p. 204.

Rehearsal of Demobilization[1]

THE purely military features of demobilization of the British army are discussed in the following article reprinted from the *London Times*. While this is highly important so far as it goes the British Government has a department concerned with the still more important and difficult task of absorbing these men into the professional and industrial life of the state. Similarly in Canada the Department of Soldiers' Civil Re-establishment is at present engaged in an analysis of the industrial capacities and intentions of the members of the Expeditionary Forces, in order that measures may be taken to prepare the country's industrial organism to take up the discharged men at living wages.

A correspondent of the *Times* was present at the dress rehearsal here described:

A scheme for the demobilization of the army after the declaration of peace has been prepared by the War Office in conjunction with the Ministry of Labor. It has been rehearsed by small bodies of troops, and closely watched by many competent military observers for flaws of detail.

One of these rehearsals or experimental dispersals took place at a camp not very far from London, and occupied twenty-four hours. In that time a number of men went through the process of being freed from the army and returned to civil life. They remained soldiers; they were but acting a part; but everything was done under the same discipline and with the same attention to particulars as would have obtained if the men had been indeed carrying the laurels and emolument of one form of service into another.

Before following them through the process of release it may be as well to describe the principles of the scheme. Above everything it recognizes that ours is a citizen army, and that citizens are men with homes. Then it is based on the assumption that men who have sacrificed so much for the sake of their country are entitled to all consideration which can be allowed them consistently with the common good. One such consideration is a holiday at the nation's expense. Fundamentally, it realizes that there would be no kindness to the individual and no advantage to the community in forgetting that the soldier has to earn his living after resting awhile from his military labors. Not military convenience but social reconstruction is the mainspring of the scheme. The Army Council and the Labor Ministry are allies. The result of their cooperation should be that every man now under arms will be able to find a job as soon as he wants one; and that the soldier-beggar, who was so familiar a figure to our forefathers in the eighteenth and nineteenth centuries, will not be an object of patronage and charity today. The need of labor in individual industries will serve to a large extent as a guide to the demobilizing officers in the first instance; but men who have been actually in the field for two or three years will not have to wait long for their discharge and special and

[1] "Reconstruction," a bulletin published by the Department of Soldiers' Civil Re-establishment, Ottawa, Canada, October, 1918.

early care will be taken to get employment for survivors of the old army. But demobilization plans aim at placing every man. It need hardly be pointed out how employers and others can help to this end when the great opportunity of peace arrives.

Going from principles to features, one finds that the essence of the scheme lies in dispersal by locality instead of by units. This sounds technical, but is really quite simple. It means that a draft for dispersal will not be selected from one regiment or battalion, but according to the whereabouts of the men's homes. For example: a Gordon Highlander, who was living before the war or intends to live after the war in Wiltshire, will not be sent to Scotland with a solid body of his comrades; he will be included with other Wiltshire men in a draft taken to Wiltshire for dispersal. Thus he will be saved hours, perhaps days, of travel; and the railways will be relieved from the burden of accommodating him over unnecessary journeys.

Of the men who took part in the rehearsal one-half were supposed to have just arrived from France and one-half from a collecting place in the United Kingdom. All were bound for homes in a certain specified district. If they had come from the train hungry they would have been fed, and if they had been in need of sleep would have been housd. A dispersal station will have these comforts ready, though they will not be always wanted. The men were in full equipment, and had first to rid themselves of this. Having been collected on the arrival parade ground, and having paraded in convenient order, they entered an improvised office or store, where each man received a sandbag. In this he placed his private belongings. At the same time he handed over his equipment, including his rifle and (presuming him to have come from France) his steel helmet and gas mask. If any important article were missing—say, the rifle—the man had to repair to another place to give an explanation. Here the officer in charge of the draft was called in to corroborate or comment on the man's story. A satisfactory explanation ended the matter. Otherwise the soldier was debited on his dispersal certificate with an amount corresponding to the deficiency. Cases of this kind would be relatively few. A man left the equipment shed in his uniform and carrying only his greatcoat and the sandbag containing his private belongings. The intention is that soldiers shall keep their uniforms, but shall return the greatcoats on the conclusion of their furlough. Their uniforms they may wear for twenty-eight days after dispersal, and thereafter on "special" occasions only.

The "documentation" of the man is a more complicated business, and he must pass through several offices before it is completed. Men and women clerks, however, seemed to enter very earnestly into the rehearsal, and did their work quickly and carefully. All the entries, too, were checked at a separate desk. It will be sufficient here to state the outcome for each soldier. First, he gets an out-of-work insurance policy securing him, in the event of unemployment, a weekly sum, the magnitude of which will be determined later. In return for his dispersal certificate he receives a protection certificate, which he takes away with him for four weeks' furlough. It entitles him to a sum in advance at once, the remainder of his deferred pay and whatever gratuities may be

voted by the Government being payable in three equal instalments during the furlough on presentation of the certificate at a post office. A label for the return of his greatcoat at the end of twenty-eight days is also issued to him, and the papers, which include the record of his military service and a railway warrant for his journey, are put into an envelope, on which is plainly marked the number of his railway group. By means of that number he finds those of his comrades who are "going the same way home"; they are warned of the time of the train's departure, and finally taken to the station and seen off. The man is at last demobilized.

The documents have been simplified as far as can be. Much study has been devoted to reducing them to a minimum. Even so, the number of them will be in the aggregate enormous. It is estimated that demobilization will take forty-five million forms. A system of codes will enable the War Office to keep in touch with progress, and to tell by rapid reference how many men in any category or group have been discharged in a particular area. The number of dispersal centers which the scheme proposes to establish is eighteen. Should men pour in too quickly the number of dispersal units at a center would be increased. As many as three might be attached to one center. But here it becomes necessary to warn the ingenious arithmetician against attempting to calculate the time complete demobilization would occupy. The sum may amuse, but will not enlighten him. Factors which are by no means mathematical enter into the problem.

British Demobilization Plan[1]

THE British government has completed its basic plans for demobilization of the army and providing employment for the men whose sole business for four years has been war.

It is calculated that 60 per cent of the men in the army will go back to their old jobs or have new ones awaiting them, but taking care of the remainder, even though every ounce of man power will be needed after the war, presents a most difficult problem.

It will be a long, tedious task to transform millions of men from khaki to civil life and must be done by degrees. By the plan agreed upon these degrees have been fixed upon the needs of industry, with certain consideration being given to married men or those who may otherwise be needed in the home.

The government has a record of what each man is best fitted for in civil life. The ministry of public service, which has efficiently compiled this data, has, together with other official agencies, prepared a list of necessary industries in the order of what is deemed their importance. The first few are called "key" trades, many of which produce materials needed for use in other trades. The idea is that it would be useless to release a lot of structural steel workers ahead of the men who produce steel. The trades list is complete, but will not be announced because of controversies it might arouse.

The fact that a man has a job awaiting him will not insure his early release. The government would like to be rid of that class, but it cannot handle more than half the army at one time, hence a rigid adherence to industrial needs. A soldier may be a diamond setter with a job to go to while his trench mate may be a railway brakeman without a job. The brakeman will be taken first and given an opportunity to go to work.

It is reasonable to suppose that railway workmen, if not heading the "key" list, are very close to the top of it, and also that miners are well up. It is vitally necessary to demobilization plans to have the railways in running order and the miners are needed to increase the fuel supply for industries and home comfort. And so on down the long list until practically every recognized trade is included.

When a man has been selected for discharge, he will be sent to a collecting camp, the most of which, of course, will be in France. He will then be sent to a distributing camp in England, where he will receive his allowance for civilian clothing. He will be given a month's furlough, which will mean that he will be on army pay while getting located in new work. From this stage the minister of labor assumes charge. He will have the aid and cooperation of local employers, associations and labor unions. Already long lists of jobs open to soldiers have been prepared. It remains for the government employers and unions to get the job and the man together.

[1] Associated Press, November 5, 1918.

Staff Instruction

THE necessity for efficient staffs is so important that any remark thereon is probably unnecessary. At the time of the entry of the United States into the European war, the most glaring weakness of the American Army was in its comparative lack of officers who had performed general staff duty, or who had a conception of what constituted a well-organized staff. The smaller fighting units of the Army were entirely dependable, and the theoretical knowledge of the tactics pertaining to organization as large as a division was fairly widespread, thanks to the Army School of the Line. The problem of furnishing trained staffs for eighty divisions, however, proved a difficult one to solve.

In order to make good the deficiency, a school for the training of general staff officers was early established at Langres, in France, with a course of instruction of three months, and with classes of about one hundred and fifty. It was not expected that so short a course of instruction would turn out a finished staff officer; it was expected, however, that it would give the student a foundation for his future work.

In addition to the course at Langres, provision was made as well for a still more abbreviated course of staff instruction at the Army War College, the plans for which were approved July 31, 1918, and which provided as follows:

A course in staff duties for divisional Chiefs of Staff and their assistants in the new divisions shall be given at least a month before such divisions are organized. This course shall be given at the Army War College along the lines now prescribed for the Army Staff College in France, but much more elementary in its nature and with the view to preparing these staff officers for entrance in the Staff College in France. This is very much needed to secure uniformity and efficiency in the preliminary divisional staff work.

Pursuant thereto a Project for Staff Instruction was approved by the Chief of Staff. It provides:

(*a*) For a course of instruction covering one month to be carried on at the Army War College and to be attended by officers designated for the staffs of division to be organized and of such officers of divisions in being as can be spared by division commanders. (Courses I, II, and III.)

(*b*) A higher course in staff instruction to be conducted in division camps in conjunction with the course of instruction for Senior and Staff Officers provided for by paragraph 2, subparagraph (i) of W.P.D., 7431-57. (Course IV.)

(*c*) An applicatory course in staff instruction to be conducted in divisions in connection with the combined training of troops during the last month of the training period. (Course V.)

(*d*) The institution by division commanders of a course of instruction in each division covering the same ground as that covered at the Army War College for officers who have not had the course of instruction in France or at the Army War College.

The above outline gives a fair idea of the method of staff instruction in the United States, but it should be borne in mind that the instruction received at the War College by divisional staff officers was to be supplemented by a further period of instruction upon their arrival abroad.

1. *Purpose.*—The purpose of the

course was to insure that from the time of organization of the divisions all staff work in them be done in accordance with the principles and methods in force in the A. E. F., to the end that the greatest possible progress be made toward fitness for command.

2. *Specifically:* (*a*) To enable the staff to function most efficiently in the work of organizing, equipping, and training in the United States. (*b*) To enable the divisions to move and be handled efficiently and easily on arrival in France, with a minimum of staff assistance from the personnel of the A. E. F.

Nature of Instruction.—The training comprises: (*a*) Learning what are the staff officer's functions. (*b*) Learning how to perform them, in order to secure the coordination and cooperation that is essential to smooth and rapid handling and supply of troops. This again requires that every staff officer realize not only his relations to his own commander and to the other members of that commander's staff, but that he realize also his relationships with the corresponding numbers on the staffs of the commanders above and below, and, as regards the general staff officers, that he have a working knowledge of the limitations and rôles of each service.

The plan for the one month's course at the War College, as it has finally been worked out, has resulted in the detail of officers from all branches of the service, and these are organized as are division staffs; these groups are called syndicates, and each member is required to perform the duties of his office in the solution of problems. Thus a syndicate operates as a staff, and each syndicate prepares a joint solution of each problem in the same manner as a division staff would actually perform its duties in a similar situation in the field.

The course concludes with a three-day problem which presents a situation involving ground reconnaissance, map study, and the complete functioning of all of the divisional staff elements, and the preparation of complete orders for the attack of a division with a limited objective. Following the solution of all problems a critique is held.

The course at the War College comprises in general conferences and lectures on the following subjects: Staff work charts 1-5, W. P. D.; Tables of Organization of a Division; Study of British and French Maps; Staff Organization—its application to units; A. E. F. Orders on Supply and Administration; The Operation of Division Staffs and Their Relations to Commanders and Troops; Distribution of Staff Duties; Organization of Trench System; Functions of G1, G2, and G3; March Tables and Graphics; Liaison in Offense and Defense; Billeting and Billeting Tables; Moves by Bus, by Road, and by Rail; Divisional Intelligence Organization; Tanks and Machine Guns—their Use, Organization, and Tactics; Signal, Sanitary, and Engineer Troops, their Organization and Use; Aeronautics, Camouflage, and the Organization of British Divisional Staffs. Application was made in a number of division problems held out of doors of the various principles brought out in these lectures, and the course ended, as stated above, in a three-day problem which comprised the complete preparation of orders for attack by a division.

Sources of Information

Staff work charts.
A. E. F. orders.

Tactical orders for small units in trench warfare (War Dept. Doc. No. 798).

Instructions on the defensive action of large units in battle (War Dept. Doc. No. 794).

Extracts from General Orders, Headquarters, A. E. F.

Instructions for the defensive combat of small units (War Dept. Doc. No. 802).

Training circular No. 17, and correction sheet.

Directive No. 5 on "Offensive Action" (French Document).

Memorandum for Corps and Division commanders, A. E. F., August 5, 1918.

Functions and staff relations of the engineer service.

Table of road spaces.

Instructions for technical staff officers in the solution of map problems, "Duties and Functions, Coordination Division G-4, G. S., 1st Army Corps, A. E. F." by 1st Army Corps A. E. F., by Lieutenant Colonel T. L. Dewitt, G. S., A. E. F. (Statistics Branch, G. S., Room 126, War Dept.).

List of conventional signs and abbreviations in use on French and German maps, compiled by 2d Soc., G. S. (Topg.), G. H., A. E. F., 1918.

Special instructions regarding map problems for quartermaster officers.

Combat instructions, September 5, 1918, A. E. F.

Notes on recent operations, Sanitary Service, A. E. F.

Organization of a British division.

Instructions for general staff officers and divisional engineers, in regard to engineer solution of map problems and terrain exercises.

List of training circulars and status of each.

General staff study on staff organizations (War Dept. Doc. No. 858).

Identification panels in use in an infantry division.

Notes of intelligence (to chiefs of staff, G-1, G-3, only).

Bulletin No. 17, A. E. F. Camouflage.

The work in divisions in the United States along these lines follows closely the line of instruction laid down for the War College course, but the problems, instead of being all worked out purely as map problems, are solved first:

1. By utilizing unit commanders and skeleton organization only.

2. By utilizing complete units on the ground.

The course of staff instruction held in the A. E. F. differs from that held at the War College in that, while treating of the same subjects studied at the college, it enters into those subjects much more in detail, goes much more thoroughly into the domain of tactics, and the number of problems solved is considerably greater. The fundamental difference between the two courses, however, is that the A. E. F. course provides for the instruction of general staff officers only, and the solutions submitted are those of officers who have not had the benefit of the knowledge and recommendations of the chiefs of technical services, whereas the organization of students at the college provides officers for complete staffs, and these operate as such in all work connected with the solution of problems. It is desired to emphasize this essential difference between the course of instruction as organized at the War College and the courses as organized at any other school of instruction in the American Army, including the course pursued at Langres. In the former course the instruction is not only for officers of the general staff, but as well for officers from each of the technical services and supply groups, and the instruction is, during the latter portion of the course, by groups organized as divisional staffs in which each arm and branch is represented. Preliminary to

this instruction by groups, a considerable amount of time is devoted to the instruction of technical and supply officers, with a view to their proper functioning after they join the divisional staff group or syndicate. For this purpose, advantage is taken of the presence in Washington of the headquarters of all of the special services, and officers of these services are sent from time to time to their headquarters for instruction in matters that are peculiar to their own work. For example, ordnance officers receive special instruction at the office of the Chief of Ordnance, in matters that pertain to the duties of a division ordnance officer, medical and sanitary officers receive analogous instruction at the office of the Surgeon General, and so on for the other services. This method of instruction of officers of technical and special services as members of divisional and higher staffs has not heretofore been attempted due no doubt to lack of facilities in the hands of the chiefs of service to give such instruction; nor has the instruction of officers organized into divisional staffs heretofore been attempted in our army, all instruction in the past having been individual in character, there having been an unfortunate failure to emphasize the part that the officer would perform in the divisional staff machine.

Science as Applied to the Selection of Noncommissioned Officers[1]

By Major George F. Arps

GENERAL SIR F. B. MAURICE in a cable to the *Chicago Tribune,* August 28, speaking with reference to certain phases of the initial stages of the war, says:

The precise cause of the failure was lack of practice in working together, but most of the critics of the staff did not know this. The staff was said to be the preserver of the old army. It was narrow-minded, inefficient, *made no use of the brains of the country* in the new armies, and grabbed the lion's share of promotion and honor.

As chief psychological examiner at Camp Sherman, and as one whose main problem is the discovery of the best as well as the poorest brains in the various drafts, I desire to state most emphatically that the so-called regular army man, the professional army officer, has not only been the first to see the importance of brains in position of leadership, but has been among the first to recognize the value of scientific tests in the discovery of the finest intellects among American manhood. This at least has been my experience with the 83rd and 84th Divisions, the 158th Depot Brigade and base hospital at Camp Sherman, Ohio. The commanding officers, without exception, have always recognized the very great value of native resourcefulness and the imperative necessity of utilizing men so endowed in positions of leadership and authority.

That fewer mistakes were not made in general, that fewer mistakes were not made in the selection of noncommissioned and commissioned officers by not using scientific tests in the selection of these officers, is a marvel of democratic efficiency and must in large part be credited to the standing line officers, that small nucleus about which our huge democratic army clusters.

With rare wisdom, our professional army officers met the present emergencies suddenly thrust upon them, assembled the multitude, and set them to work as expeditiously as possible. Everywhere there was the earnest desire to avoid the dead level of mediocrity and to lay heavy tribute upon the intelligent manhood of the nation. Intelligent performance, not routine, received maximum emphasis, for the obvious reason that success hangs heaviest on intelligent leadership.

However skillfully the German warlords drafted their finest brains into every position of military leadership, even to the minor positions, the army of our republic gives promise, partially fulfilled, of doing more speedily, more accurately and splendidly inside of two or three years, because it is done scientifically, what the Hohenzollern genius accomplished in two or three decades. Men of maximum mental alertness are sought for the commissioned ranks, for upon the commissioned officers rests the enormous responsibility of quick

[1] Reference in this paper is made especially to noncommissioned officers charged with the duties of drilling and leading privates, and not to certain corporals and sergeants particularly adapted to take care of equipments, horses, mules or other like occupations. Such noncommissioned men, however, are relatively few in number and need not necessarily be so resourceful.

and accurate decision. This is palpably obvious since the days of recorded history. What, however, is not so obvious is the imperative necessity of a high degree of intelligence in the ranks of the noncommissioned officers.

Upon the hundreds and tens of hundreds of the noncommissioned officers of a modern army devolves the concrete task of actually building an army—constructing it, and this is eminently true in the development of our own army, in which the element of time appeared as the one factor most likely to tell against us. In this extremity, the fateful words "too late" fell just short of realization, as much through the "limelightless" labor of our hardworking sergeants as perhaps any other one factor.

In a very true sense an army is constructed by its noncommissioned officers, especially the top and senior duty sergeants, who, as possibly no one will deny, constitute the foundation of the service. These are the men who drill and slave and mould the recruits into disciplined soldiers. (In an ant colony, the "sergeants" are easily detected.)

The quality of the sergeant determines in a great measure the morale, the stamina, the discipline of an army. He must have, above all else, intelligence, grit, determination, vigor, health, punch and character. If he has all this plus imagination and a burning idealism, tinctured with the glow of righteousness, he will get what is called morale and discipline across to the raw recruit. In so far as the above qualities are lacking in noncommissioned officers, do we find the army structure to that extent inert, without punch.

We hear nowadays overmuch about army morale, national morale, *esprit de corps*, all of which means that individual "go" and spirit become fused into collective "go," mass push and punch. A high degree of army (and national) morale indicates collective courage, dash, daring and bravery; a high degree of national morale indicates steadfastness in times of severe reverses, resoluteness and self-sacrifice in times of near calamity, steadiness to the blowing winds of pacifism and enemy propaganda; above all, national morale will withstand enlargement of the heart (*Cor-Bovine Amatus*) in that crucial time when partial success may be the greatest enemy of complete success. Bluntly speaking, this means that the "head" and not the "heart" should dictate what penalties shall be visited upon a brutal and defeated enemy for wrongs gross and flagrant.

National morale is a child of the nation's best brains as expressed in the daily press and all other media of expression; army morale is largely a product, in the first instance, of the noncommissioned officers, and, in the second instance, of commissioned officers, more especially of lieutenants and captains. It is difficult to draw a line anywhere in the hierarchy of rank, but it is clear that the end goal of army morale is the private. Army morale refers essentially to teamwork among the privates. The highest type of morale does not exist without teamwork, without voluntary cooperation, without hearty coordination among privates and their immediately superior officers—the sergeants and corporals.

Generals, colonels and majors, for the most part, reach the privates—the bedrock of the army—only through a series of subordinates, so that the most effective and telling ideas of a more superior officer are at least partially dissipated, lost and often aborted ere

they reach the all-important but inconspicuous private.

In the very necessary hierarchy of rank, the sergeant or corporal stands out as the master-builder. He it is who performs the miracle of transforming an inarticulated aggregation of recruits into coordinating groups of soldiers. An intelligent, forceful, fighting sergeant, representing the spirit of his company commander, is the one greatest agency in arousing the latent dynamic fighting force hidden in every red-blooded recruit. A dull, stupid, ignorant and healthily brutal sergeant is about as well calculated to arouse the spontaneous fighting instincts in a vigorous group of raw recruits as is the average army mule. In fact, many a promising recruit takes on "mule" characteristics largely because of a "mule" sergeant.

The experiences of the present war teach clearly that there is no standard method of warfare, that the standard of one year becomes obsolete the next. There must, however, amidst this rapid development and change, be some sort of standard of shaping and building a soldier. Who, then, must have this standard in mind? Who is it that must have intelligence enough, plasticity and nimbleness of mind enough to understand that a given standard is very likely to change and that new situations and new demands require new standards. Commissioned officers, to be sure, but, in the final analysis, it is the sergeant who puts a given standard into effect by shaping the raw recruit up to the standard. Stupidity will not answer here, only Very Superior and Superior brains will do the business. This takes on an extremely assuring aspect when it is realized that from one-fourth to one-fifth of all the brains now passing through our receiving depots are Very Superior and Superior in quality. It is plainly up to the proper appointing officers to select these choice minds and permit them to operate. There are enough to fill every commissioned and noncommissioned office in our huge army. And yet comments on the part of returning officers and laymen regarding the intelligence of certain of our noncommissioned officers in foreign service border close to the tragic. Fortunately men of vision and in authority are using every scientific means in selecting our brainiest men for all positions of leadership, noncommissioned as well as commissioned.

The necessity of a high type of intelligence in the noncommissioned officer cannot be sufficiently emphasized, for direct control and instruction, which "whips an army into shape," falls to the lot of the noncommissioned officers. They do the real work, and to them should fall a larger measure of public recognition. Don't forget the man with the chevrons when the success of the army enlists your admiration.

In view of the importance of the noncommissioned officer's job, it would seem that ordinary prudence would dictate the greatest care in the selection of men for the noncommissioned ranks. Is a sergeant chosen with the same care and scrutiny as is the lieutenant or captain, for example? What criteria are observed in the selection of the former and whose judgment determines the selection? Candidates for the commissioned ranks as a rule pass through a rigid process of selection, are then sent to appropriate schools for further observation and training, and weeded out at the end of the training period. In the case of sergeants and corporals, the pillars of the army, there are no

schools. Rough observation, personal idiosyncracies, subjective factors, all enter more or less into the selection of these men, than whose work there is no more important.

In view of the importance of the sergeant's and, in general, the noncommissioned officer's job, Uncle Sam is exercising more and more care in the selection of these men. Regular army men of long experience recognize the enormous importance of the drill masters and are availing themselves of modern science in the selection of high-class men.

The practical brass-tack questions which confront a given commissioned officer, charged with the selection of his noncommissioned officers are: (1) what mental qualities should qualify a private in the ranks for a noncommissioned appointment? (2) How recognize these qualities so as to be certain about them? In other words, by what methods, other than the prevailing practice of rough observation and guess, can one lay hold of the desired qualities of mind and be reasonably sure that a recruit really possess them? (3) Is there a sufficient supply of men to fulfil the specifications laid down in the first question?

Reply to Question 1.—Every noncommissioned officer should possess a high degree of attentive control. Inability to control and concentrate attention are invariably signs of inferiority. The steps from feeble-mindedness to genius form one long series of differences in ability to hold attention. The highest intellect will hold his "attentive drill" on a situation with maximum alertness; the feeble intellect will all but be oblivious to the same situation, while in between these extremes we find all degrees of ability to attend the situation.

Every noncommissioned officer should be able to comprehend quickly, clearly and accurately. Very Superior intellects possess keen penetration. As we proceed downward on the intelligence scale, degree of penetration becomes more and more obtuse.

Every noncommissioned officer should possess a retentive memory. Very Superior brains retain tenaciously; Very Inferior brains retain but little or none at all. Mediocre brains retain fairly well and will not answer so long as the supply of Superior and Very Superior brains are available.

Every noncommissioned officer should be able to make decisions accurately and quickly. Very Superior brains draw conclusions, put two and two together with promptness and with decision. Mediocre brains wobble, are indecisive, while Very Inferior brains fail even to wobble—putty brains.

Every noncommissioned officer should be a fine specimen of physical manhood; he should possess grit, determination, tact, courage, conviction, personality and, above all these, he must love work and in a strong sense possess character. If he possess all these in combination with a high grade intelligence, he qualifies for the rank of noncommissioned officer.[2]

Reply to Question 2.—By means of eight psychological tests, the mental processes described under question 1 are accurately determined. The results of these examinations are available to every commissioned officer who has a voice in the appointment of noncommis-

[2] It is obvious that all real commissioned officers possess these characteristics. The writer knows personally many such line officers.

sioned officers. Moreover, he can become familiar with the procedure, meaning and proper uses of the tests, either by taking them himself or observing the examination as it is given.

Excerpts of the tests are not given here; the reason is found in the following quotation, which appears at the top of every examination booklet:

Confidential. The publication or reproduction of this document is forbidden by the terms of the Espionage Act of June 15, 1917, under penalty of a fine of not more than $10,000 or imprisonment of not more than two years, or both.

Reply to Question 3.—Answer to question 3 is most emphatically, *Yes;* the supply of very superior and superior men is ample. In the June draft in Camp Sherman, of some 15,000 men there were 444 men of Very Superior intelligence who fulfil the specifications laid down in question 1 above. What proportion of these 1,401 Very Superior and Superior men fulfil the additional requirements laid down in paragraph 5 under "Reply to Question 1" above, can best be answered by officers charged with the duty of making appointments. It is strikingly apparent from the above figures that stupidity or even an approach to stupidity *can* be avoided in the appointment of men to the noncommissioned rank.

To the discerning eye, and especially to the eye of the military authority charged with appointive responsibility, attention is invited to the quotation of Kipling's "Barrack-Room Ballads" below, especially to the last two lines:

For it's Tommy this, an' Tommy that,
an' "Chuck him out, the brute."
But it's "Savior of 'is country," when
the guns begin to shoot;
Yes, it's Tommy this, an' Tommy that,
an' anything you please;
But Tommy ain't a bloomin' fool—you
bet that Tommy sees!

The eyes of our Tommies *see* the noncommissioned officer much of the time and the results of the *seeing* sink into the last item of his very tissues.

For the good of the service, the high cause of the Allies and the safety of our own Tommies, high commanding officers are everywhere concerned with the mental and physical qualities of the noncommissioned as well as the commissioned man. When science combined with experience prevails, as is quite generally our present practice, then we may confidently face the fulfilment of Kiplinean vision minus the implied sting hidden in, "You bet that Tommy sees!"

Economy and Salvage[1]

WITH the kind consent of Gen. Sir Henry Sclater, I want, if you will allow me, to talk to you about that somewhat boring, and I fear too often ridiculed, topic of "Economy" or "Salvage."

As you are all aware, a board or committee has recently been created at the War Office, which, for want of a better term, has been called "the Army *Salvage* Board." Now, gentlemen, without in any way criticizing my superiors, I venture to think that perhaps a more far-reaching and possibly a more dignified name might have been applied to the work with which this board has been entrusted.

The word "salvage," when not applied to the salvage of a ship's cargo, conveys to my mind, and I think probably most other minds, the energies of the "scavenger" or "rag and bone merchant." Well, gentlemen, I venture to protest, and to deny that this is a true definition of the functions of the Army Salvage Board—I personally should have liked to have seen the work which we are trying to accomplish honored with a somewhat more dignified name, and called "the Army Economy Board," for this in my opinion would have conveyed the nature of our activities far better.

I will explain what I mean. It is certainly exaggeration, but not *ludicrous* exaggeration, to say that if human nature were ideal, and all man were angels, there would be no or practically no *salvage*, in the true sense of the word.

The Army Salvage Board will pat itself on the back and thank all commanding officers for their assistance when the articles of salvage which become available are reduced to a minimum. The reduction of any article to salvage is, or should be, your despair, my despair, and a confession of failure. The energetic *preservation* of any article of military equipment or supply with a view to rescuing it from that degrading and humiliating pauper's funeral, "salvage," should be our daily endeavor and our pride. Of course there are certain articles, certain material, which must of necessity become salvage, and whose life cannot be preserved in their original state, such as the majority of old tins, cardboard food containers, fired cartridge cases, waste paper, etc., but even all these have a very material value after re-conditioning, and are urgently needed for remanufacturing by the state. On the other hand, take boots, clothing, haversacks, blankets, harness, buckets, packing cases, oil drums, and so on—the life of all these articles can, by careful treatment and usage, be immensely *prolonged*. The wilful destruction of clothing and equipment, so apt to be considered amusing, and the quickest way of obtaining new, "in lieu thereof," is, considering the times in which we are living, I have no hesitation in saying, a *crime* and an act of unparalleled unpatriotism. In peace time such wanton waste and spending of the people's money were bad enough, but were thought excus-

[1] Lecture by Col. Gordon Leith, C. B., Deputy Controller of Salvage, War Office (England), at a conference in connection with the subject of Economy and Salvage held at Headquarters, Southern Command, Salisbury, 18th of July, 1918.

able perhaps in those days, for we had material for the asking, and our army was small; but today there can be no excuse, and extravagance and wilful destruction is, let me repeat, an act so wrongful and so wicked that if any of us realized what it meant, or stopped to think, we should one and all be ashamed of our neglect of duty to the state during the last four years. Follow me one moment while I read to you a few statistics in order to try and show you the *immensity* of the task with which the Quartermaster General and Surgeon General's Staff are today wrestling. From the commencement of the war until the end of March, 1918, there were ordered the following quantities of various supplies, which cost approximately the following sums of money:

Brushes, over 60,000,000, costing over £1,500,000.

Clasp knives, over 13,000,000, costing over £800,000.

Wooden packing cases, over 6,000,000, costing over £1,700,000.

Shovels, over 8,500,000, costing over £1,100,000.

Mess tins, over 15,000,000, costing over £850,000.

Water bottles, over 9,500,000, costing over £1,000,000.

Biscuits, over 550,000,000 pounds, costing over £10,000,000.

Tobacco and cigarettes, over 44,000,000 pounds, costing over £5,500,000. This is the tobacco ration only; the N. A. C. B., E. F. C., Y. M. C. A., "Smokes for Soldiers and Sailors," etc., supplied vast quantities in excess; E. F. C. sells some twenty different brands of cigarettes, and sold over 1,500 million of one brand in one year.

Khaki jackets, over 24,000,000.

Khaki trousers, over 24,000,000.

Braces, over 14,000,000.

Socks, 108,000,000 pairs.

Shirts, flannel, over 41,500,000.

Field dressings, over 20,500,000, costing over £630,000.

Bandages, over 92,000,000, costing over £750,000.

In the year 1917 alone, 500,000 tents, valued at over £4,500,000, were ordered.

Bags—bread, oat, potato, sand, sulphate of ammonia, etc., etc.—to the approximate number of 417,000,000, and costing over £4,000,000 were purchased, and so on and so on *ad infinitum*.

With regard to *petrol* for the Expeditionary Forces, the problem of meeting the requirements of the army at home and in many theaters of operation abroad for a product which has to be imported either from America or from the Far East has presented many difficulties. Within a few months of the outbreak of the war the monthly requirements for petrol for motor lorries, cars, and bicycles was thirty-six times the peace consumption. In two years this figure had increased to 150, and in three years 315.

With regard to *containers*, the requirements of the armies, as can be imagined, involved the consumption, for packing purposes, of very large quantities of tin plate. To manufacture 20 tons of tin plate about 28 tons of steel are required, and thus the packing of the army jam ration alone entailed the consumption every month of 1,200 tons of steel. In order to overcome this enormous demand on the supply of steel, which was so urgently required for other war purposes, the substitution of wood pulp for tin plate was successfully adopted.

With regard to *packing cases*, the

increasing scarcity of timber makes the supply of this article daily more difficult.

The need for economy in the use of these cases has to be constantly borne in mind, and recourse has to be had whenever possible to such measures as—

1. Dispensing with timber protection; thus horse-shoe boxes and cases for boots have practically been discarded.

2. The substitution of crates for cases.

3. The modification of existing specifications, with a view to effecting economy in timber.

As regards the arrangements for the supply of *bacon,* it is interesting to record that a saving estimated at £45,000 per month has been effected by baling bacon for France instead of packing it in boxes. This, gentlemen, I think is perhaps one of the most remarkable instances of economy effected which I have yet come across.

With regard to *army boots and repairs,* in spite of the cessation of allied orders (deliveries of Russian boots, for example, ceased in June, 1917), the provision of military boots has continued on a large scale, a total of 17,500,000 pair, costing in the neighborhood of £20,000,000, having been manufactured during the year 1917-18.

It may be mentioned that the total quantity of ankle boots ordered from the beginning of the war to 31st March, 1918 (including those of allied governments), was over 60,500,000 pair, as compared with an average annual peace-time demand of 235,000 pair.

Lately it has been proved possible to reduce the weekly requisition of boots from 300,000 pair during the summer to 150,000 pair. This reduction has been brought about largely by the new system which has been initiated for repairing boots, both in regimental shoemakers' shops and also in the Army Boot Repair Depots.

It is estimated that a total financial saving of £55,000 per week or, say, £2,850,000 per annum, is being made by the extension and perfecting of these repair shops both at home and abroad. These efforts can be still further perfected, not only by looking after the actual repairs, but by taking every possible precaution to see that the boots are not kept in use for so long a time as to cause them to become unfit for repair, and consequently scrapped. I think that we may safely say that the old proverb of "A stitch in time" most aptly fits the occasion.

I mention these statistics, gentlemen, to give you some idea of the enormous amount of material, practically the whole of which is worthy of preservation, and eventually of salvage, which has passed into the hands of the army, and for which you and I, amongst others, have been for the last four years trustees.

I confess that I shudder to think of what sort of an account of my stewardship I personally could give during the period that I was with my regiment. I confess that I was one of those ignorant, light-hearted people who never thought where the stuff came from, where it went to, or who was going to pay for it. These figures which I have just given you are, you will agree, staggering. The material necessary to fill these vast requirements tax the resources of the supply of raw material and the manufacturing world, whose labor is being daily depleted, to the utmost. A very

large percentage of the necessary raw material has to be imported and brought overseas by our merchantmen, who risk their lives hourly to maintain the necessary supplies. This latter fact *alone* will, I am certain, if laid before your men and explained to them, cause them to pause and "think furiously" before wilfully destroying any article of equipment. If any man, after having it brought to his notice that the boots or clothing he wears, the food he eats, or the packing case he handles, have been brought to him by fellow-Englishmen across thousands of miles of submarine infested seas, continues to destroy or even to neglect such equipment or supplies as has been given him by the state, then I say he is no patriot, and merits the sincere displeasure of his commanding officer.

Now we all know that the British soldier is the finest thing, the bravest thing, and the most patriotic thing that breathes, and therefore, gentlemen, we are forced to the conclusion, I think, that where destruction and waste exist it is probably more *our* fault for having neglected to instil into the men we are entrusting to command the real and imperative necessity for economy and preservation, and for not having explained to them in language best calculated to appeal to their better nature the reasons why such economy and care should and must become part of their daily lives.

There is one other point which I would venture to suggest to you might be brought out at any lecture you may see fit to give your men on this all-important problem—and that is how this gigantic war is *financed*. I have so often found in talking to men that they imagine that somewhat mystic identity known as "the state," who they read is paying for this war is a sort of heaven-sent banker, who, with limitless resources, provides without trouble or murmur the £7,000,000 a day which the war is costing. If all ranks could be brought to realize that this same "universal provider" is nothing but the income-tax collector in disguise, and that one and all of us are going to suffer, and suffer severely, for every penny that this war costs, maybe some few germs of economy might be let loose, and, finding fruitful ground, might multiply till a veritable epidemic of "economitis" might devastate our army.

Those of you, and I hope there are a few, who are kind enough to be, or at any rate polite enough to pretend to be, a trifle interested in what I am saying, will be asking, "Where can we watch and effect the economies of which you speak?" The directions in which economies can be effected within the formation or unit are, I think, quite numerous.

Take, for instance the *consumption of fuel*. I have here some figures which show that in one command for one year the overdrawals of coal amounted to 1,800 tons, whereas in the same command for the same period the under-drawings amounted to over 1,500 tons, which looks very much as if half the units in the command were good citizens and economists, while the other half were squandering one of the most valuable of the state's resources. I may add that although in certain cases the units who overdrew their coal allowance had some excuse for so doing, owing to the exposed position of their stations, many instances are shown in the units actually quartered in the same camp, and living

under identical conditions, which compare very unfavorably with each other.

Washing Contracts.—I mean the contract for the men's own personal washing, which it is the commanding officer's responsibility to make. Is this all in order? If you are paying the 5d. for washing and the extra 1d. for mending, are you satisfied, and have you any system of checking whether you get your money's worth and the men's underclothes actually are mended? Is the washing being done locally, or is it traveling 200 miles and blocking our much-congested railways? I once heard a rumor that a unit stationed in Yorkshire was sending its washing to London, but I refuse to believe that any commanding officer could permit such an obvious extravagance and irregularity to happen.

It may surprise you to hear it, but it has also come to my notice that in some units the washing bill, *i. e.*, the 5d. or 6d. due to the laundry, is being paid on the rationing strength! In other words, whether the men's washing goes to the laundry or not, the laundry gets a thousand or fifteen hundred 5d.'s or 6d.'s, or whatever the strength of the unit may be. Such strange methods of doing business would, of course, not be tolerated for a moment by any of us in our private lives, and therefore I maintain that, as we are today the trustees for the state's money, and this to my mind, gentlemen, is a very sacred trusteeship, such methods are not and cannot be tolerated for one moment in the interior financial administration of the army.

Vacation of Billets.—By taking care to advise headquarters of the vacation of hired buildings, etc., rent can be saved. It has been known that hired buildings occupied by troops for a certain period have been vacated by those troops, and by some oversight on someone's part—perhaps the officer commanding the unit concerned, or perhaps the Staff at Headquarters—notice of the termination of occupation had not been given, with the result that rent had to be paid, although the building had not been used for, in some cases, many months. Such oversight is a very expensive matter. If ever you know of any blunder like this, please call someone's attention to it. Whatever you do, don't let the matter go unnoticed.

Packing Cases and Oil Drums.—A pickaxe is perhaps the quickest and surest way of effecting an entry into either receptacle, but the receptacle is apt to become a ruin. A nail-puller and a little care, and above all, a little goodwill, may save many a valuable packing case or oil drum from becoming firewood or scrap iron, and in the bulk many a ship's cargo of imported material.

Hoarding of Surplus Articles of Clothing and Equipment in Regimental Stores.—I am fully aware that a reserve for emergencies must be maintained, but I venture to suggest that if those responsible for this administrative side of the organization of a unit were to search their own hearts they would constantly find that not only are they keeping the emergency reserve, but also a reserve of what one might call "forgetfulness" as well. In individual cases this reserve of forgetfulness may appear small, but in the total it may be very great, and while surplus stores are hoarded throughout the country, new articles of every description are being bought, and again

the income-tax collector reaps his harvest.

The Economy of Messing and the Collection of By-Products, etc., have, thanks to the energies of the C. I. Q. M. G. S. at the War Office and the I. Q. M. G. S.'s in the commands, and to the splendid support and loyalty of messing officers, been brought to a state of efficiency and economy probably undreamed of at the beginning of the war.

I venture to think that no private household could boast of such efficiency and economy as have been achieved in this direction, and I am here today, gentlemen, to ask you to try and establish the same standard of efficiency, care, and economy throughout the whole administrative work of your units. I should add that messing economies and the salving of messing by-products are *not* part of the Army Salvage Board's duties.

There is practically no article, except perhaps old tea-leaves (which it is forbidden by law to re-utilize), which cannot be turned to some use, and although it may take some little time to find a market for, or establish the manufacturing plant for the various articles of salvage which are being brought daily to our notice, still, if you will be patient, we on our side will do our utmost to find a definite home for every article and will give you definite and clear instructions of what to do with these articles.

I am almost afraid to mention the word "tins." Tins have been one of the curses of the war, but, although I am almost afraid to say it, I really do believe that the problem has now been solved.

As you are probably aware, Germany for many years before the war had discovered a process of de-tinning, and to such use were put the whole of the old tins of their own country. Not content with this, I have been assured that they actually went so far as to bring old tins from Australia and New Zealand as ballast and de-tinned them at Essen. The Germans alone had this secret, and thousands of old tins went from England every year to the Germans for this purpose.

Shortly after the commencement of the war the brains and energies of our own metallurgists got busy, trying to discover the secret of de-tinning. I am told that within the last six months a process of de-tinning (of course, we do not know whether it is as efficient as the German process) has been discovered, but no sooner had this process been discovered than a very curious thing happened. The supply of new tin sheeting, from which all tin containers, boxes, cans, etc., etc., are made, has become so short during the last three or four months that the makers of tin boxes have been forced to turn their attention to second-hand tin sheeting, in order to maintain the output to the various manufacturers. The consequence is that today the most valuable and lucrative use to which old tins can be put is to cut them into the largest areas of tin sheeting and sell them as such. The bigger the area of the sheeting, of course the better price obtained, but even small areas, no matter of what shapes, are of value.

Consequently, an Army Council Instruction is now being issued, telling units to cut their tins into these tin sheetings—that is to say, sides, tops, and bottoms—and suitable implements for this purpose will be distributed among formations and units.

All the unit has to do is to go on cutting up its tins and collecting the second-hand tin sheeting. The Army Salvage Board will give you disposal orders as soon as appreciable quantities have been cut up. So long as the tin sheeting is not actually eaten away with rust, that is to say, so long as the basic metal is not actually destroyed, all sorts of tin sheets are available. It does not matter if they are painted or dirty, or even slightly rusted. The trade wants them all, and wants them badly, and very satisfactory prices can at present be secured for almost unlimited quantities.

I would therefore ask you all to concentrate very seriously on this new source of economy and provision of material which is very urgently needed.

Cardboard Food Containers.—These cardboard food containers are made of three distinct materials, cardboard or papier-mache (which is imported from Canada and elsewhere, and costs approximately £25 a ton), very highly refined wax (which is imported, I believe, from India, and costs no less than £150 a ton), and the metal tops and bottoms.

An Army Council Instruction will shortly be issued, giving you full instructions how to preserve these cardboard food containers. All you are asked to do is to pack them into sacks and send them to an address at Redhill, where they are treated. It does not matter how dirty they are nor how crushed.

The process adopted at Redhill is roughly as follows: Any fatty matter which may be left in these containers is washed out and goes to supplement the supply of fats so urgently needed for munitions. The metal tops and bottoms are taken off and re-used. The highly refined wax is next extracted, again refined, and is then available for further use. The papier-mache now remains. This is re-pulped and re-manufactured into new containers, and wax is again applied, and we have to all intents and purposes a new container. I am told that in each process of reconditioning the container loses no more than 10 per cent of its original material.

You will, therefore, see how necessary it is to save every one of these containers, thereby again curtailing imports and saving a material amount of money.

Waste Paper.—Waste paper is perhaps needed more than any other salvagable article or material at the present time. As you know, a large percentage of the paper which is used in this country is imported from Canada and elsewhere. It is bulky, and takes up much shipping space. All waste paper which can be collected and returned to the pulpers saves imports.

You will have noticed that the Paper Controller is most strenuously cutting down the use of paper in every direction. Newspaper proprietors are no longer permitted to print unlimited quantities of newspapers.

Until quite recently hundreds of thousands of newspapers and magazines were printed which were never bought by the public. In other words, they were surplus to requirements, and were returned to the pulpers as waste paper. Today we have to order our newspapers, and that vast surplus is being enormously reduced.

As I have said before, the demand for waste paper is tremendous. The pulpers are crying out for it. The government requirements are enormous, not only for writing purposes,

but for all forms of packing, and, of course, to a vast extent for the Ministry of Munitions.

It is, therefore, up to each and all of us never to allow a piece of waste paper to go past us; never to burn a piece of waste paper, but always to save it, and see that it gets into the waste paper sack and is returned to the pulper.

At the present time nothing like the quantity of waste paper which the army ought to supply is forthcoming. I think quite a moderate standard to set ourselves should be 8 cwt. per 1,000 men per month. In some cases this very moderate standard is being greatly exceeded; in others not nearly attained.

I would like you to impress this on your men, and to make it a crime in your respective units for any man to consign waste paper to the incinerator.

Waste Oil.—As an experiment 2,000 gallons of waste motor oil have been re-claimed, at a cost of 9d. per gallon, and re-issued to the service in lieu of the ordinary supply at 2s. 10d. per gallon.

Garage Waste and Oily Rags.—Every workshop mechanic, every chauffeur, every engine-driver, in fact, every one concerned with machinery utilizes cotton waste. Until quite recently, after a wad of cotton waste had served its purpose, it was burnt. This must now cease. A use has been found for this cotton waste. It contains a very high percentage of oil, and this oil can be extracted by machinery and refined, and again used. The cotton waste and oily rags, freed from their oil, are washed and re-issued, and are just as serviceable as new.

Instructions have gone out with regard to this material, and all concerned in the south of England are now returning it, or should be returning it, to the plants for treating it at Larkhill on Salisbury Plain, and at Holloway, London.

I have only held my present appointment as Deputy Controller of Salvage at the War Office (responsible, through the Controller of Salvage, to the Q. M. G. and S. G. S.) for a few months, but even in that short period my eyes have been opened wide to the possibilities of this new campaign of intensive economy and salvage.

The A. S. C. and the Army Ordnance Department in their depots throughout the war have for a long time past been doing most excellent work in this direction, but there is much more to be done.

Old Blankets.—Blankets just as serviceable as new are now being made up by the thousand at a cost of approximately 10½d. apiece, as against 13s. 6d. for a new blanket. I have seen 50,000 old blankets in one depot awaiting repair, which would show a prospective economy of no less than £30,000 in this one particular case.

Haversacks, Shoe Cases, Saddle Wallets, etc.—I have here with me some samples of old haversacks, shoe cases, and saddle wallets, which have been picked up in the trenches, and sent home for re-conditioning.

Take, for instance, this old haversack. It is coated with mud, the straps are off, and four large holes are torn in it; in fact, to the ordinary man, it is absolutely worthless. But I can now show you what happens to this haversack, and what it looks like after it has been scrubbed with soap and water, and thoroughly disinfected and cleaned; and, lastly, I can show you the reconditioned article, with its new straps,

the holes darned, and the salved and re-conditioned haversack to my mind almost stronger and more serviceable than the new. Hundreds of thousands of haversacks are now being treated in this way.

A new haversack costs approximately 5s. 6d.; an old haversack can be repaired for, approximately, 2s. 6d. I need not call your attention to the economy thereby effected.

I think, gentlemen, that I have told you enough, and I hope interested you sufficiently to arouse your keenness and enthusiasm with regard to economy and salvage.

We at headquarters, working under the Quartermaster General and the Surveyor General of Supply, have our whole heart in the movement, but we are powerless to make the success which we hope for without your whole-hearted support and assistance. We all set about our respective tasks in different ways, but I feel sure you will agree that if by coming here today I have been able to elicit your support we shall have partly solved the problem. All ranks have hitherto not appreciated economy to the full, because it has been the fault of their officers in not bringing it to their notice in the proper way.

War is a vast business. The figures I have given you today will show you how vast it is. The supply of raw material is the crux of the whole matter, and it is in order to assist and augment that supply that we are chiefly concerned. I do not think that I shall be exaggerating the situation if I should say that money today is a necessity, but that raw material is a *vital* necessity.

None of us know how long the war will last; neither do we know what calls may be made upon our national resources. It is conceivable that the nation that can supply its fighting forces with clothing, boots, and other supplies, together with the other innumerable accouterments of war, to the last will prove the winner. I can, therefore, only beg of you once again to do all in your power to enthuse your men, and to impress upon them the absolute necessity of careful economy and salvage, and that their country demands it of them.

There is just one point which I must touch on before I sit down, the question of payment for salved material. This has been raised in some quarters. I fully appreciate that there are two reasons why payment should be made. One is that units in many instances have already been making a profit on sales of salved material and augmenting their regimental funds thereby, and the other is that it would appear desirable to give the men themselves some incentive for the trouble which they are being asked to take.

I repeat, gentlemen, that I fully appreciate both these reasons, and that the matter has been given most serious and careful consideration. We are, however, of the opinion that it cannot be done. If you consider for one moment the vast amount of book-keeping, accountancy, and correspondence which such payment would entail, and if at the same time you consider that we are striving in every direction to save man-power (and, indeed, woman-power) for the essential industries of the country, you will, I think, agree with me that it cannot be done.

Regimental funds are firmly established, and if we search our hearts we shall, I hope, acknowledge that they

are ample, and in many cases more than ample. Let us therefore, gentlemen, be big and give our energies to the state in the direction of salvage for patriotism's sake, and not for monetary gain.

General McGrigor: Many of these things are matters for company officers, and they should be told what we have been talking about this afternoon and should then impress it on the noncommissioned officers. Units should make it a point to prevent any damage to or destruction of equipment or stores. At the present time, if the men go into billets, they smash many things. They often only pay about 5 per cent and the public the remaining 95 per cent of the damage.

I also wish to impress upon you the advantage of visiting ordnance stores and seeing what is being done in the way of salvage.

Gen. Sir H. C. Sclater: I am sure you will all join with me in thanking Colonel Leith for his kindness in coming down from the War Office and giving us such a very clear and interesting sketch of what the Army Salvage Board is proposing to do.

I feel certain, as General McGrigor has said, you will find it most interesting to go and see what the Ordnance Department is already doing — you would be surprised to realize what they have accomplished.

If we can obtain, as I feel confident we will, the cooperation of commanding officers, I am sure with your assistance we shall get increased efficiency in this very important subject, in which, as an old Quartermaster General, I take very great interest.

Employment of Returning Soldiers and Sailors

Government Provision for Extensive Improvement of Transportation Facilities, Roads, Canals, Rivers, and Harbors[1]

The House had under consideration the report of the committee of conference on the bill (H. R., 11945) to enable the Secretary of Agriculture to carry out, during the fiscal year ending June 30, 1919, the purposes of the act entitled: "An act to provide further for the national security and defense by stimulating agriculture and facilitating the distribution of agricultural products, and for other purposes."

Mr. OSBORNE. Mr. Speaker, the subject of the readjustment of industrial and business conditions after the war is one that has attracted the attention of every thoughtful citizen, particularly the employment of our returning soldiers, after they shall be finally discharged from military duty, has been given much thought, and it deserves the most sincere and intelligent consideration.

COMMITTEES OR COMMISSIONS

Bills have been introduced in another branch of Congress providing for the creation of committees or commissions to study the problems involved and to report plans for meeting them.

One of these bills provides for a joint committee of the Senate and House, with a very extended list of subjects to be studied, and another proposes a commission to be appointed by the President for the same purpose, the membership presumably to be outside the Senate and House.

It is not my purpose to discuss the relative merits of these two plans further than to express the opinion that the investigations of a joint committee of Congress are more likely to result in beneficial legal enactments than those of an outside commission. The reason is obvious. It is the duty of Congress to make the enactments after it shall have decided upon their necessity, their practicability, and their wisdom. That condition cannot be reached without considerable investigation through its own committee, even though a commission should have made a report of its own researches with recommendations to Congress. Why not make one job of it and have Congress do its own work? It would undoubtedly be done more expeditiously, and would be more likely to result in legislation for the employment of our returned soldiers and sailors, and for the industrial readjustment of the nation.

It is difficult to recall any substantial result in legislation of any of our investigating commissions. How many read the voluminous reports of the Tariff Commission, the Industrial Relations Commission, of the other government commissions which largely occupy the bookshelves of Congress, and how often have they ever been the basis for the construction of laws?

The members of these commissions may be and often are able men, and if they had the power it is possible and even probable that they would occasionally enact wise laws; but the law-making power rests somewhere else; that is, with Congress. After convincing them-

[1] Speech of Hon. Henry Z. Osborne, of California, in the House of Representatives, Saturday, October 19, 1918.

selves as to what ought to be done, the commission must convince Congress; and as they are not in intercourse with the membership of Congress, whose minds are engrossed with important subjects as to which they have informed themselves through their own committees, the matter drops and the net result is a mass of printed volumes very rarely read.

It would seem, therefore, that a joint committee of the two Houses, or separate committees of each House would be more likely to obtain definite and beneficial results.

EMPLOYMENT FOR DISCHARGED SOLDIERS

I am inclined to the opinion that a too-extended program of investigation is planned. The main thing, or at least the most pressing thing, is that our returning soldiers should be employed in addition to our present working population. At first glance this seems an enormous undertaking, but it must be done. We cannot allow any of our brave Army or Navy to suffer for lack of employment. Again we cannot permit those who are at present employed to be thrown out of work. With a proper understanding of the situation, and such a broad preparation as has distinguished our country in its participation in the present war, the United States can take care of its gallant returning veterans and of its loyal working population as well.

We cannot do it by buttoning up our pockets as soon as the war is over and saying, "Now that the war is over we are going to shut down on everything and spend no more money." We must treat this reconstructive period as one of the features of the war; as one of the great features that must be handled in the same broad way that we have handled the war itself.

GOVERNMENT AGENCIES SHOULD BE CENTRALIZED

The probabilities are that the assimilation of our citizen army into civil life will not prove so difficult as many believe.

There is likely to be after the war several years of great industrial and manufacturing activity. If private enterprise is permitted freedom of movement and opportunity to expand, there should be an unprecedented demand for skilled and unskilled labor. Stocks of manufactured goods of all kinds, and of raw materials as well, must be very low in all countries of the world. The rehabilitation of the war-devastated countries of Europe, notably of France and Belgium, will make large demands upon the manufactured materials of the United States. The resumption of building operations in the United States, which have been suspended for most of the time since we entered upon the war, and which are now far behind, will absorb a great number of men.

Still, four or five millions of men are a good many to provide employment for, and the Government should make a virtue of the necessities of the occasion and do some pretty big jobs of work that will employ a great number of men, the completion of which will be of lasting and incalculable advantage to the entire country.

EXAMPLE OF THE CIVIL WAR

Should there develop such an era of industrial activity in America and throughout the world after the war as I anticipate, the demand for the personal services of men discharged from our army, unskilled as well as skilled, would be very great, and the dangers of unemployment would not

prove as serious as many have anticipated. Fortunately, our country has had some valuable experience along this line. During the great Civil War there was the same anxiety as to the result of the final discharging of soldiers on the field. The most dismal and pessimistic forecasts were indulged in by some, to the effect that the country would not absorb the services of such vast numbers of men; that the men themselves, as a result of years of military life, would have lost their steady habits of industry; that without employment they would form bands of marauders and plunder local communities; and much more of the same extravagant character.

It is to be remembered that the armies of that day comprised as large or even a larger percentage of the entire population as do our armies of the present day. Following the surrender of General Lee at Appomattox, in April, 1865, there were discharged from the Union and Confederate Armies before the close of that year a little less than 2,000,000 men. The entire population of the United States, according to the census of 1860, was about 31,000,000. The United States has now a population of about 110,000,000. Today it would take an army of 7,000,000 men to equal in percentage of the whole population the army of 2,000,000 in 1865. As a matter of fact, we now have not more than 3,500,000, or about one-half the number in proportion that we had in 1865. At most it is not contemplated to have more than 5,000,000. The difficulty of absorption should be relatively less.

Were the pessimistic anticipations of the sixties realized? To the gratification and even surprise of the patriots of that day they were not in the least. The Government mustered out their regiments with the greatest rapidity possible. The Confederates returned to their homes without much formality. Generals Grant and Sherman arranged that the cavalrymen and artillerymen should be permitted to take their horses home with them to plant the lands for the season's crops. Congress was determined to discharge the Union soldiers with the least possible delay in order to cut down the Army and Navy pay rolls and expenses of the Government. Not the slightest attempt was made to provide employment for the discharged men. It took nearly all the remainder of the year 1865 to fully muster out the Army, although the greater share of the discharges were effected by the end of September. No soldier thought of such a thing as the Government doing anything for him beyond giving him an honorable discharge, and paying him the $13 per month due him.

The Army melted into civil life without the slightest jar to industrial conditions. The Southern men went to their long-neglected and often battle-torn homes, bravely to enter upon their long struggle for their rehabilitation, under new and trying conditions. The Northern men, on returning home, stepped into their old places which they had left months or years before to offer their lives to their country. There was great expansion and stimulation of business. President Lincoln had, during the war, signed the homestead bill which was open to all American citizens and all who should have formally declared their intention to become such as well as soldiers, and they thoroughly availed themselves of that great act and splen-

did instrument for the building up of the great West.

The era of construction of the transcontinental railways commenced. The venturesome and enterprising character of the former soldiers—Northern and Southern—asserted itself by engaging enthusiastically in these pioneer undertakings, and with the result of the creation within the national boundaries of a new and powerful empire. They converted the prairie into cultivated plains; they watered the desert, and planted orchards and vineyards to replace the sage brush and chapparal; the bands of wild buffalo gave place to herds of horses and cattle which ranged upon a thousand hills; they discovered and opened up mines of iron and copper, of zinc and lead, of silver and of gold; they built cities of such beauty and convenience as made them the wonder of the age with churches, schools, colleges, and universities of high excellence. These discharged soldiers became the leaders, both North and South, in all the essential lines of national progress; in industry, education, and religion; in the learned professions as physicians, as attorneys, as judges upon the bench; as governors of the states, as legislators in the House of Representatives and the Senate; and several attained the exalted distinction of becoming President of the United States.

So far, indeed, from becoming a menace to the welfare of the nation, the discharge from military service of the soldiers of the Civil War—Union and Confederate—marked the beginning of an era of progress, material and spiritual, to which they were largely, if not the principal, contributors that comprises one of the brightest pages of American history.

LET THE NATION DO ITS DUTY

Let us not, then, look forward with misgivings to the return to civil life of the soldiers of the great European war. The soldiers of 1861-1865, the Grand Army of the Republic, for a half century kept alive the fires of patriotism in a nation where great growth of prosperity and wealth threatened the existence of all the noble virtues. The returning veterans of the great European war of 1917 will do the nation a similar invaluable service during the coming century. "The blood of the martyrs is the seed of the church."

But the nation should not fail to do its duty to these brave men in no grudging fashion. I do not believe in the Government attempting to provide employment for every man who comes out of the Army. By so doing we would destroy initiative—one of the best and noblest characteristics of our citizenship—a quality that has specially distinguished our Army on the battlefields. It would transform a body of brave and self-reliant soldiers into a mass of weak dependents upon the state. Heaven forbid such a transformation!

TWO KINDS OF MEN TO BE PROVIDED FOR

The able and far-seeing Secretary of the Interior, and my fellow Californian, Hon. Franklin K. Lane, has devised an admirable plan for providing returning soldiers and sailors who may desire to enter upon agricultural pursuits with an opportunity for so doing. This plan would contemplate the use of millions of acres of land in the great Western and Pacific Coast States, now valueless, but capable of considerable agricultural value by irrigation. Along the Colorado River alone, by the construction of powerful restraining dams above the

Grand Canyon of the Colorado, it is estimated that 3,000,000 acres could be brought under intense cultivation. Mr. Lane's plan also includes cutover lands in the Northwest, the Lake States, and the South, also swamp lands in the Middle West and South. I shall append to my remarks a letter which I have received from Secretary Lane explaining his interesting and valuable plan more in detail and showing how it can be worked out successfully. Something of this kind should be done so that soldiers who desire to enter agriculture could do so in a way that would enable an industrious man to earn a living and eventually obtain the success of owning his own little farm.

There are many men, however, who have no taste for agricultural work, and they would not make a success of it. They had rather work for wages and use their wages when earned in whatever way may seem best to them. Even though it might be better for them to follow agriculture, if they are indisposed to become farmers or ranchers, there is no help for it, and that is the end of it.

Then we must look out for those who would prefer to work for wages. Can we do that on a sufficiently extensive scale to provide for those who are unable to secure employment in individual or corporate industries and with sufficient return to the public so that the outlay may not be a waste of public funds? I believe that it can be done.

There is nothing that more intimately affects every citizen than transportation and the means of transportation—that embraces transportation of all kinds, whether by railways, steamships, rivers, canals, or by motor trucks on good roads. Our domestic production, industries, and commerce have developed so rapidly that the railways are no longer able to accommodate them. Our mercantile marine, which is now undergoing such a vast expansion, will assist in building up an unprecedented foreign trade after the great war. All this will call for a vast increase in our interior facilities of transportation after the war. By this I mean everything that tends to improve facilities of transportation—deepened rivers, enlarged and improved canals, terminal facilities on rivers, deepened and improved harbors, and last but not least, good roads in all parts of the country. Not all these are proper charges upon the National Government. But I believe that the Government might well enter upon the construction of a very extensive system of good roads throughout the country—confined to trunk lines or those leading to extensive harbors, and exacting from States and local communities the duty of constructing lateral lines.

The improvement of rivers and harbors and the extension of canals should also be prosecuted in an extensive way, and particularly at the time when we are likely to have a plethora of labor largely from the returned armies, combined with a moral obligation to keep that labor employed.

Let us place these two things together and have the one meet the other, viz:

1. The patriotic moral obligation to give employment to all our returned soldiers and sailors who may not find employment with private firms and corporations, and so forth.

2. The necessity of vastly improving and increasing our transportation facilities of all kinds, especially the creation of a national system of good roads.

In addition, let us provide facilities to all who desire to enter agriculture upon such plan as suggested by Secretary Lane.

I believe that these plans are entirely possible and practicable, and that in adopting them the nation will at once meet its obligation to provide employment to its discharged soldiers and sailors, and at the same time add enormously to the national resources, and particularly to the facilities of transportation.

SECRETARY LANE'S PLAN FOR RETURNING SOLDIERS

The following letter explains the plan of Hon. Franklin K. Lane for providing farms for returning soldiers and sailors:

THE SECRETARY OF THE INTERIOR,
WASHINGTON

My Dear Mr. Osborne: I believe the time has come when we should give thought to the preparation of plans for providing opportunity for our soldiers returning from the war. Because this department has handled similar problems, I consider it my duty to bring this matter to the attention of yourself and Congress.

Every country has found itself face to face with this situation at the close of a great war. From Rome under Caesar to France under Napoleon down to our own Civil War the problem arose as to what could be done with the soldiers to be mustered out of military service.

At the close of the Civil War America faced a somewhat similar situation. But fortunately at that time the public domain offered opportunity to the home-returning soldiers. The great part the veterans of that war played in developing the West is one of our epics. The homestead law had been signed by Lincoln in the second year of the war, so that out of our wealth in lands we had farms to offer the millions of veterans. It was also the era of transcontinental railway construction. It was likewise the period of rapid, yet broad and full, development of towns and communities and states.

To the great number of returning soldiers land will offer the great and fundamental opportunity. The experience of wars points out the lesson that our service men, because of army life, with its openness and activity, will largly seek out-of-doors vocations and occupations. This fact is accepted by the allied European nations. That is why their programs and policies of relocating and readjustment emphasize the opportunities on the land for the returning soldiers. The question, then, is, "What land can be made available for farm homes for our soldiers?"

We do not have the bountiful public domain of the sixties and seventies. In a literal sense for the use of it on a generous scale for soldier farm homes as in the sixties "the public domain is gone." The official figures at the end of the fiscal year, June 30, 1917, show this: We have unappropriated land in the contintental United States to the amount of 230,657,755 acres. It is safe to say that not one-half of this land will ever prove to be cultivable in any sense. So we have no land in any way comparable to that in the public domain when Appomattox came, and men turned westward with army rifle and "roll blanket" to begin life anew.

While we do not have this matchless public domain of '65, we do have millions of acres of undeveloped lands that can be made available for our home-coming soldiers. We have arid lands in the West; cut-over lands in the Northwest, Lake States and South; and also swamp lands in the Middle West and South, which can be made available through the proper development. Much of this land can be made suitable for farm homes if properly handled. But it will require that each type of land be dealt with in its own particular fashion. The arid land will require water, the cut-over land will require

clearing, and the swamp land must be drained. Without any of these aids they remain largely "No man's land." The solution of these problems is no new thing. In the admirable achievement of the Reclamation Service in reclamation and drainage we have abundant proof of what can be done.

Looking toward the construction of additional projects, I am glad to say that plans and investigations have been under way for some time. A survey and study has been in the course of consummation by the Reclamation Service on the Great Colorado Basin. That great project, I believe, will appeal to the new spirit of America. It would seem the conquest of an empire in the Southwest. It is believed that more than 3,000,000 of acres of arid land could be reclaimed by the completion of the upper and lower Colorado Basin projects.

It has been officially estimated that more than 15,000,000 acres of irrigable land now remain in the Government's hands. This is the great remaining storehouse of government land for reclamation. Under what policy and program millions of these acres could be reclaimed for future farms and homes remains for legislation to determine. The amount of swamp and cut-over lands in the United States that can be made available for farming is extensive. Just how much there is has never been determined with any degree of accuracy. Practically all of it has passed into private ownership. For that reason in considering its use it would be necessary to work out a policy between the private owners and the Government unless the land was purchased. It has been estimated that the total area of swamp and overflowed lands in the United States is between 70,000,000 and 80,000,000 acres. Of this amount, it is stated that about "60,000,000 acres can be reclaimed and made profitable for agriculture." The undeveloped swamp lands lie chiefly in Florida, in the states along the Atlantic and Gulf coasts, in the Mississippi Delta, and in Missouri, Indiana, Michigan, Minnesota, Wisconsin, and California.

What amount of land in its natural state unfit for farm homes can be made suitable for cultivation by drainage only thorough surveys and studies can develop. We know that authentic figures show that more than 15,000,000 acres have been reclaimed for profitable farming, most of which lies in the Mississippi River Valley.

The amount of cut-over lands in the United States, of course, it is impossible even in approximation to estimate. These lands, however, lie largely in the South Atlantic and Gulf States, the Lake States, and the Northwestern States. A rough estimate of their number is about 200,000,000 acres—that is, of land suitable for agricultural development. Substantially all this cut-over or logged-off land is in private ownership. The failure of this land to be developed is largely due to inadequate method of approach. Unless a new policy of development is worked out in cooperation between the Federal Government, the states, and the individual owners, a greater part of it will remain unsettled and uncultivated. The undeveloped cut-over lands lie chiefly in the Pacific Northwest (particularly in Washington and Oregon), in the Lake States (Minnesota, Michigan, and Wisconsin), and in the South Atlantic and Gulf Coastal States (Virginia, North Carolina, South Carolina, Florida, Georgia, Alabama, Mississippi, Louisiana, and Texas).

Any plan for the development of land for the returning soldier will come face to face with the fact that a new policy will have to meet the new conditions. The era of free or cheap land in the United States has passed. We must meet the new conditions of developing lands in advance. Security must to a degree displace speculation. Some of the defects in our old system have been described by Dr. Elwood Mead in these words:

"Science [should] have gone hand in hand with the settlement of the arid and semiarid country, and all that

science could give would have been utilized, first, in the creation of the conditions of settlement and then in aiding the settler in difficult tasks. Because nothing was done, these heroic but uninformed souls were bedeviled by the winds, cold, drought, and insect pests. They wasted their efforts, lost their hopes and ambitions, and a tragic percentage left, impoverished and embittered. The tragic part of this history is that nearly all this suffering and loss could have been avoided under a well-thought-out plan of development."

There are certain tendencies which we ought to face frankly in our consideration of a policy for land to the home-coming soldier: First, the drift to farm tenancy. The experience of the world shows without question that the happiest people, the best farms, and the soundest political conditions are found where the farmer owns the home and the farm lands. The growth of tenancy in America shows an increase of 32 per cent for the 20 years between 1890 and 1910. Second, the drift to urban life. In 1880, of the total population of the United States 29.5 per cent of our people resided in cities and 70.5 per cent in the country. At the census of 1910, 46.3 per cent resided in cities and 53.7 per cent remained in the country. It is evident that since the war in Europe there has been a decided increase in the trend toward the city because of industrial conditions. The adoption by the United States of new policies in its land development plans for returning veterans will also contribute to the amelioration of these two dangers to American life.

A plan of land development whereby land is developed in large areas, subdivided into individual farms, then sold to actual, bona fide farmers on a small-payment basis, has been in force not only in the United States under the reclamation act but also in many other countries for several years. It has proved a distinct success. In Denmark, Ireland, New Zealand, and the Australian Commonwealth it has completely changed the land situation. One of the new features of this plan is that holders are aided in improving and cultivating the farms. In a word, there is organized community development. Its beneficial results have been well described by the Canadian commission which was appointed to investigate its results in New Zealand in these words:

" . . . The farmers have built better houses or remodeled their old ones, brought a larger acreage of land under cultivation that would otherwise be lying idle; have bought and kept better live stock; have bought and used more labor-saving machinery on the farms and in the houses. . . . They keep more sheep and pigs and have so largely increased the revenue from their farms that they are able to meet the payments on the mortgages and to adopt a higher standard of living and a better one. Throughout the country a higher and better civilization is gradually being evolved; the young men and women who are growing up are happy and contented to remain at home on the farm and find ample time and opportunity for recreation and entertainment of a kind more wholesome and elevating than can be obtained in the cities."

It may be said that this country, outside of Alaska, has no frontier today. Of course, Alaska will still offer opportunity for a pioneer life; and of course Alaska likewise has yet unknown remarkable agricultural possibilities; but unless we make possible the development of this land by the men who desire their life in that field we will lose a great national opportunity.

This is an immediate duty. It will be too late to plan for these things when the war is over. Our thought now should be given to the problem. And I therefore desire to bring to your mind the wisdom of immediately supplying the Interior Department with a sufficient fund with which to make the necessary surveys and studies. We should know by the time the war ends not merely how much arid land can be

irrigated, nor how much swamp land reclaimed, nor where the grazing land is and how many cattle it will support, nor how much cut-over land can be cleared, but we should know with definiteness where it is practicable to begin new irrigation projects, what the character of the land is, what the nature of the improvements needed will be, and what the cost will be. We should know also, not in a general way but with particularity, what definite areas of swamp land may be reclaimed, how they can be drained, what the cost of the drainage will be, what crops they will raise. We should have in mind specific areas of grazing lands, with a knowledge of the cattle which are best adapted to them, and the practicability of supporting a family upon them. We should know what it would cost to pull or "blow out" stumps and to put the lands into condition for a farm home.

And all this should be done upon a definite planning basis. We should think as carefully of each one of these projects as George Washington thought of the planning of the city of Washington. We should know what it will cost to buy these lands if they are in private hands. In short, at the conclusion of the war the United States should be able to say to its returned soldiers: "If you wish to go upon a farm, here is a variety of farms of which you may take your pick which the Government has prepared against the time of your returning." I do not mean by this to carry the implication that we should do no other work now than the work of planning. A very small sum of money put into the hands of men of thought, experience, and vision will give us a program which will make us feel entirely confident that we are not to be submerged industrially or otherwise by labor which we will not be able to absorb, or that we would be in a condition where we would show a lack of respect for those who return as heroes, but who will be without means of immediate self-support.

A million or two dollars, if appropriated now, will put this work well under way.

This plan does not contemplate anything like charity to the soldier. He is not to be given a bounty. He is not to be made to feel that he is a dependent. On the contrary, he is to continue in a sense in the service of the Government. Instead of destroying our enemies he is to develop our resources.

The work that is to be done other than the planning should be done by the soldier himself. The dam or the irrigation project should be built by him; the canals, the ditches, the breaking of the land, and the building of the houses should, under proper direction, be his occupation. He should be allowed to make his own home, cared for while he is doing it, and given an interest in the land for which he can pay through a long period of years, perhaps thirty or forty years. This same policy can be carried out as to the other classes of land. So that the soldier on his return would have an opportunity to make a home for himself, to build a home with money which we would advance and which he would repay, and for the repayment we would have an abundant security. The farms should not be turned over as the prairies were—unbroken, unfenced, without accommodations for men or animals. There should be prepared homes, all of which can be constructed by the men themselves and paid for by them under a system of simple division by which modern methods of finance will be applied to their needs.

As I have indicated, this is not a mere Utopian vision. It is, with slight variations, a policy which other countries are pursuing successfully. The plan is simple. I will undertake to present to the Congress definite projects for the development of this country through the use of the returned soldier by which the United States, lending its credit, may increase its resources and its population and the happiness of its people with a cost to itself of no more than the few hundred thousand dollars that it will take to study this problem

through competent men. This work should not be postponed.

Cordially yours,

FRANKLIN K. LANE.

HON. HENRY Z. OSBORNE,
House of Representatives.

EDITOR INFANTRY JOURNAL:

The August number containing the contribution by Secretary Lane respecting after-the-war employment for the boys in khaki has been accidentally brought to my attention. Speaking for myself and many serious minds in the service, I thank Secretary Lane for bringing up the subject, even in military circles, as it indicates a true statesmanship. After a rather intimate association with hundreds of young men from several of the Southern and Middlewest States and having often heard this question spoken of by the men in my company, I conclude it may be interesting and probably helpful for your readers, including Secretary Lane, to have a few words indicating the soldier's point of view on the question of *post-bellum* employment.

Let me preface these statements by a personal reference to show that I have no personal interest except that of our country's well-being. I am already established at the age of forty-three with a family, a profession and about 400 acres of South Carolina soil.

A majority of the boys in the service appear to be from the farm, true certainly as to the line. Maybe the town boys predominate in the Quartermaster Corps and other auxiliary branches. Naturally most of these farm boys will take up their work with their families, will later marry the neighborhood girls, and soon become leaders in their respective communities.

But many of the boys from the cities express a desire to become farmers, and this desire should be encouraged. Another class to be dealt with consists of boys from the tenant class. These boys have the national and natural desire to become landowners. Therefore we have a group composed of city raised, would-be-farmers and the sons of tenants. Just exactly how to present to these men the plans to be formulated by the government commission suggested and how to aid these boys to become transformed from soldiers who are daily clothed, fed, and trained by superior officers without having even to take thought for themselves, into self-reliant, energetic and progressive farmers, is a most complicated problem.

I have thought that the camps and cantonments constructed at considerable expense throughout America may be used as powerful educational and industrial centers for our boys during the period of demobilization. The nation not only has the right, but perhaps the duty to summon the illiterate and untrained and to require them to submit to such discipline and instruction as may be necessary to rid the nation of ignorance and to give the masses high ideas. The problems of education and social uplift are big enough to challenge our most heroic spirits, and we trust that the peace to be made at the end of the present war will make it unnecessary for a long time to come to use a national military crisis to stir all the people to a great self-denying effort.

There is a mere detail not to be overlooked in respect to settling ex-soldiers on the farm in new country, such as cut-over lands, recently drained or irrigated lands. These boys, because of close association in army life with large numbers, have their social feelings highly pitched, and they will not be content to be isolated in sparse and lonely new country.

The new lands need boys and they need the new lands. The two must be brought together. Somehow the prohibitory isolation must be eliminated. How can it be done? By taking a hint from French community life and arranging and planning for farm villages. There the men live close together and from thence go out to their several fields. In this way cooperation in labor and the purchase and use of farm machinery will be encouraged. These communities may be started by inducing some tenant farmer, preferably one

with several daughters, to set up a sort of boarding house in the new lands where the ex-soldiers may find food, shelter, and companionship. In a little while they will be bringing girls from every quarter of America to become wives, and maybe even from France. After a man is married, he loves the farm more than ever. Then the problems of shelter, fuel, and the eternal "three times a day" become imminent and preeminent. Farm life permits the husband and father a regularity of habit and opportunity to be continuously with his family found in few other callings. Thus what begins with a boarding house soon becomes a village and soon the school house, the church, the lodge, the singing society, the music club, and the library will appear and thus the ideal commune of patriotically educated and pure-minded people is established.

Our leading educators may be called upon to aid the Government in planning and executing a system of intensive education at said camps, modeled somewhat after the intensive military training carried on there during the war. These courses of instruction in farming, draining, irrigation, road building and all the branches of mechanical industry may be conducted on the elective principle, so that the men may concentrate their thoughts for a few weeks or months in preparation for civilian service. These places will thus become labor employment bureaus to which application may be made and from which will go out streams of trained, earnest, vigorous young manhood to overcome and more than overcome the loss, consumption and destruction incident to war. By the qualification card system those most efficient and best prepared would go first, and others would follow as outside demand and their own training progressed.

This idea could be extended even beyond the period of demobilization and the camp sites used for several years thereafter for educational purposes.

Another suggestion. If some such plan of encouragement be authorized by law, would it not be well to have the matter presented to the soldiers for their consideration as soon as possible? Why? In order that they may begin to plan and save their money. I think some sort of savings-bank system should be inaugurated in conjunction with military service here. In fact the boys need very little money, but it is practically impossible either to save or remit it to their families or banks in America.

It is therefore uselessly squandered. If the boys could be assisted to save fifteen, twenty or thirty dollars a month, they would have enough to buy stock and farm tools, and habits of economy would be encouraged and habits of extravagance discouraged.

In conclusion I can truly bear witness to the fact that our boys have their desires set upon achieving success in civil life commensurate with what they are doing under arms. They will come back with a vast fund of information otherwise impossible and undreamed of. They will come back with trained and disciplined minds, with strong characters and with patriotic resolutions unknown to the people of America, except to the generation which followed Washington in the field, which moved in quick response to the flaming word of Patrick Henry, which thought out and felt that religion of democracy whose high priest was Thomas Jefferson. Americans are proud, wherever they are scattered over the earth at duty's post, to think how powerful in resources America is. Their hearts leap with joy to hear themselves hailed in many tongues, even in the tongues of German prisoners, as the saviours of civilization and humanity. Imagine their pride to find that even the street urchins in the remotest foreign cities pronounce with confidence and affection the name of Woodrow Wilson. But, above all, Americans feel and realize that the greatness of our composite nation is not a social greatness merely, is not a geographical greatness, is not an industrial greatness, is not a mili-

tary greatness, but above all is a moral grandeur. Because we are right, because we speak for mankind, because justice even between friend and foe is our guide, we find the minds and the hearts of all broad-minded, unselfish men and women everywhere willing to follow our leadership, wishing to share our country's blessings, and willing to bear their part of the burden. We must be wise enough to profit by the mistakes of other great nations such as Rome and Germany. The general diffusion of intelligence and virtue by education is imperative. Peace has her glories. The uplift of all the people, the according to every man the products of labor, equal and exact and speedy justice before the law are problems that call forth energy equal to that now in the power of those working so effectually to conduct the war to a victory, not only of glory but, greater still, of justice and a long-enduring peace.

JOHN J. MCSWAIN,
Captain, Infantry, U. S. Army.

Varied Ground

Passes

The difficulties that some camps report in keeping out undesirables might well be solved by the system in effect at Camp Devens. There photographs are required on the passes issued. If a pass is taken up, it is placed in the guard book at one entrance, and the file copy in the guard book at the other entrance. Thus undesirables are easily detected in subsequent efforts to enter.

¶

Eoreign N. C. O.'s

In the appointment of noncommissioned officers, company commanders should take into consideration the racial composition of squads and platoons, remembering that racial antipathies do not die with the putting on of the uniform. The same antagonisms exist as in civil life. The Poles hate the Lithuanians, the Greeks and Armenians hate the Turks, the Bohemians hate the Magyars, and so on. So far as possible noncoms. should be obtained who are not racially antagonistic to the men under them.

¶

The Meanest Crook Yet

Reports have come in of the defrauding of relatives of soldiers abroad, in a peculiarly cruel manner. The crook represents himself as a government agent, employed to give notification, in advance of regular publication of the death or serious wounding of soldiers. He intimates that if the family do not wish to wait a week or two for more detailed information it can be obtained by sending a cable abroad, which will cost about $5, this money to be later refunded by the Government when the regular notification comes through. He pockets the $5 and disappears. We should rather be tender to an enemy spy than to this scoundrel.

¶

Food on British Transports

For some time officers of the U. S. A. and the British authorities have been active in trying to remedy a condition of which there was a good deal of complaint, namely, the quality of food on the British transports which were used to carry our men across. Radical and effective steps have been taken to eliminate whatever reasonable grounds of complaint existed, by improvements in the preparation of the food itself, changes of certain articles which suited the English palate rather than the American, and the putting into effect of a system of reports by commanding officers of units crossing.

At the same time it is only fair to the British authorities to say that the problem of feeding large numbers of soldiers on over-crowded transports is not a simple one, and that many of the complaints undoubtedly came from the kind of men who enjoy complaining for its own sake. Most of the men who have crossed had never seen the ocean before and were so sick in rough weather that no food would have tasted good to them. All officers who cross in either direction with troops in the future can help the situation very much and prevent the growth of unreasonable irritation on the food question, if they will see that the men understand well beforehand that crossing the ocean under

transport conditions is not a lark but part of their job, that most of them will be sick, particularly during the stormy months of the year, and that the thing to do is not to grouch but to grin and bear it.

Letter Writing

The following is an extract from the Field Censorship Regulations of the A. E. F. (A. E. F., G. O. 146):

Organization commanders will use every effort to cause the men of their commands to write regularly, at least once a week, to their parents or families. It is to be distinctly understood that there is no limit placed on the writing of letters. No commanding officer is to limit the number of letters.

The policy behind this regulation will prove to be of equal, or even greater, importance now that the reason of the men's being in the Army will seem to so many of them to have ceased. Letter-writing by the soldiers will help at once to prevent time from lying heavily upon their hands and to keep the civilian population reasonably patient, when so many mothers and relatives are writing to "their soldiers" and taking it for granted they will board the next train home.

The Job Is Still Ahead

So far as the duties of officers of the army are concerned, the signing of the armistice with Germany marks only a transition from one stage of the war to another. It does not end those duties in any way. Rather it intensifies them.

An armistice does not mean peace. It means only that fighting stops and the Peace Conference begins. There will be plenty of dangers to cope with during the time that statesmen discuss peace terms and the American Army does police duty.

The very fact that the signing of the armistice is accompanied by revolutionary upheavals in Germany may carry its special danger to the allied countries and to America. It is too early as yet to foresee with what government we shall make peace. But the raising of the red flag and the formation of workmen's and soldiers' councils may prove a menace not only to Germany but to the world. Bolshevism is no less dangerous than autocracy, and far more insidious.

For months to come the American Army will be mobilized. The demobilization process, when it begins, will be slow. The enlisted men must be fed back gradually into the civilian life of the country, so that there may be no sudden disorganization. For many of these men there will be a long and hard waiting time. There will be boredom and dissatisfaction, which will offer German sympathizers and bolshevists an easier field than existed when every soldier still had the object of victory in view. Already from a number of points it is reported that persons formerly classed as disloyals have begun a new whispering campaign of dissension. They are predicting trouble between the Allies at the Peace Table—France will want things that America cannot grant; there will be friction with England over Gibraltar; the "capitalists" will try to divide up what has been won by the blood of the "workers"—all such pro-German and pro-bolshevik talk has already begun and may grow and spread.

During the difficult months that are coming it will be the duty of an officer to uphold the dignity and fairness of America and of our allies; to con-

tribute what they can toward keeping the Army in a state of discipline, patience and contentment; to check and suppress any bad influences that arise, both among the troops on duty overseas and those that remain here; and to see that neither the remnants of the German espionage system nor the efforts of bolshevist agitators are allowed to corrupt our forces.

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Build from Below

In the case of every officer or man in the Army there are three things which combine to make up his effectiveness. The first is his knowledge of his *function,* of what his particular job is. The second is his knowledge of his *technique,* of how to do that particular job. The third is the *drive* behind the other two, that is to say, his army personality, made up of energy, morale, discipline, and sense of duty.

All army commanders have recognized the importance of the drive, and have tried to intensify it in every member of their commands. There are two ways by which it may be intensified. One is encouragement, the other coercion. Encouragement builds from the bottom up; coercion from the top down.

The Russian army went to pieces. The Austrian army went to pieces. The Germany army was saved by the armistice just in time. What was it in these three cases that brought about the final disintegration?

The Russian, Austrian and German armies were built from the top down instead of from the bottom up. They were sustained by the coercion of discipline enforced by fear. The men were coerced not only to obey implicitly but to think implicitly, and to think often upon false premises. The strength of the American Army lay in the fact that it has been built from the bottom up, and not from the top down. There has been relatively little coercion and relatively much encouragement and clear understanding. Officers and men have maintained discipline because they understood why the discipline was necessary. They have had certain convictions and believed certain thoughts, not because they were expressly taught to do so, but because these thoughts and convictions, being founded on realities, came home to them naturally. The clearer their understanding, the stronger the convictions that they themselves had on the objects of the war and the necessary methods of fighting it.

In the army that is built from the bottom up, as fast as the top is shot away there are always other men who rise to fill it. In an army which is built by coercion, when the top becomes shaky the whole foundation crumbles.

In continuing to direct the American Army during such time as may be necessary for closing up the war, all officers should remember that the reason our men, though comparatively untrained and green, have fought so magnificently, is to be found in the method of our Army's building. The same method must now be even more liberal and more based on understanding, to hold the Army well together. Energy, initiative and discipline are easier to create in a force which is actually fighting toward an end than in a force which is immobile.

Let every officer remember that the morale of his troops not only rests upon his own morale, but in order that we may carry through successfully

and come out with a clean American record at the end, the building process in the Army must constantly go on, and must be always from the bottom up and not from the top down.

Keep up the "Camp Gordon Plan"

At Camp Devens the "'American Foreign Legion" raised the largest per capita Liberty Loan subscription in the entire cantonment. The per capita subscription of the leading company (Company M of the 3rd Development Battalion) was $100.67. This is an eloquent commentary on the complete change of atmosphere among foreign-speaking soldiers that has been worked by the "Camp Gordon Plan," since five months ago when these soldiers were practically lost to the Army and many of them classed as disloyal and unfit.

"Foreign Legion" battalions now exist at Camps Gordon, Devens, Meade, Lee, Dix, Sherman and Custer. At Camp Gordon itself, although so much time has elapsed since the procedure was first applied, and although many foreign-speaking officers have been lost through transfer or promotion, the scheme has continued to function efficiently and well and has graduated a great many men into the replacement regiments who were eager and loyal citizens. Of each new group who entered the battalion the question was asked, "How many of you men are willing to go abroad and fight?" In most cases the response was at first pitiably weak. But after a few weeks in the battalion, when the question was again put, nearly every man expressed his willingness to serve, and expressed it in no uncertain terms.

Even though hostilities have ceased, the work of the development battalions should go on until demobizilation. The reports that the men make to their foreign-speaking home communities are a strong factor for the encouragement and Americanization of those communities, and every man who has received development training will make a better citizen on his return to civil life.

Colored Minstrel Troupes

In the 15th Division at Camp Logan, the dramatic director has not only organized a minstrel troupe from among the white soldiers but has arranged for the colored soldiers in the labor battalions to have their minstrel troupe also. This gives the negroes a chance to carry out one of the strongest gifts of their race, and to feel proud of it before the entire camp. The idea is suggested to all officers as an effective agency for keeping up colored morale.

Bolshevism

Of all forms of propaganda threatening this country, the bolshevist appears to carry the greatest menace. Bolshevism is not easy to limit within the bounds of an exact definition. It and the political condition it introduces are alike invertebrate and unstable. In general the fundamental and by no means novel principle of Bolshevism is that to the laborers belong the fruits of labor and that possession of the fruits of labor should carry control of conditions of labor. Thus each farmer should own and work his farm, paying no rent and employing no day laborers. In the city correspondingly the workers should own factories and shops. The overturn of existing industrial conditions and the destruction of a capitalistic society are part of the bolshevist

program. This having been accomplished, say the bolshevists, we will attend to working out the details of government. Such, broadly speaking, is the platform upon which they stand in their appeal to the workers.

Bolshevism, as applied in practice by Lenine, Trotsky and their followers, employs the soviet form of government, a system of local governments under the control of workers, peasants and soldiers. The state is a loose federation of autonomous soviets, each electing representatives to a central soviet. The theory of Bolshevism, then, is a compromise between Socialism, under which all belongs to the state, and anarchism, where there is no state.

Bolshevism has great capabilities for mischief in that it affords a common meeting ground for all the disgruntled of every creed and rank. All sorts of people who are opposed to society as it is may rally to the red flag of Bolshevism in response to the easy cry, "Let's get control first, and make plans later." The only qualification necessary for membership in the bolshevist party is a grievance against society, whether real or fancied. Bolshevism feeds on social and industrial unrest. We cannot regain our economic equilibrium in this country without inconveniencing somebody. The millions in the Army must be reabsorbed into industry. Prices will fall and wages will fall with prices, but more slowly. The laborer will not welcome the deduction from his pay envelope; the employer may not be readily reconciled to the reduction of his war profits. The problem of unemployment will again thrust up its head. Bolshevism will be quick to make capital out of maladjustment and discontent. No good American can believe that it will make headway in our country, but it is well to consider what it means. Education, not repression, is the cure for Bolshevism. Our soldiers must leave the Army so thoroughly imbued with the spirit of true Americanism that they will of their own accord, on their return to civil life, combat any influences seeking to disintegrate and disrupt our established form of government. Particularly is this true with reference to the foreign-speaking soldiers, coming from communities easily susceptible to propaganda. They should return as missionaries of Americanism, proud of their army training, better disciplined, better educated, better fitted to perform their obligations of citizenship.

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An Act

In the light of the article on Bolshevism, officers will be interested to have the exact text of an act recently passed by Congress, which ought to rid the country of a good many undesirable members of society. It is quoted in full.

PUBLIC—No. 221—65th Congress
(H. R. 12402)

An act to exclude and expel from the United States aliens who are members of the anarchistic and similar classes.

Be It enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That aliens who are anarchistic; aliens who believe in or advocate the overthrow by force or violence of the Government of the United States or of all forms of law; aliens who disbelieve in or are opposed to all organized government; aliens who advocate or teach the unlawful destruction of property; aliens who are members of or affiliated with any organization that entertains

a belief in, teaches, or advocates the overthrow by force or violence of the Government of the United States or of all forms of law, or that entertains or teaches disbelief in or opposition to all organized government, or that advocates the duty, necessity, or propriety of the unlawful assaulting or killing of any officer or officers, either of specific individuals or of officers generally, of the Government of the United States or of any other organized government, because of his or their official character, or that advocates or teaches the unlawful destruction of property, shall be excluded from admission into the United States.

Sec. 2. That any alien, who, at any time after entering the United States, is found to have been at the time of entry, or to have become thereafter, a member of any one of the classes of aliens enumerated in section 1 of this act, shall, upon the warrant of the Secretary of Labor, be taken into custody and deported in the manner provided in the immigration act of February 5, 1917. The provisions of this section shall be applicable to the classes of aliens mentioned in this act, irrespective of the time of their entry into the United States.

Sec. 3. That any alien who shall, after he has been excluded and deported or arrested and deported in pursuance of the provisions of this act, thereafter return to or enter the United States or attempt to return to or enter the United States, shall be deemed guilty of a felony, and upon conviction thereof shall be punished by imprisonment for a term of not more than five years; and shall, upon the termination of such imprisonment, be taken into custody, upon the warrant of the Secretary of Labor, and deported in the manner provided in the immigration act of February 5, 1917.

Approved October 16, 1918.

Editorial Department

Greek Verbs vs. K. P.

In the discussion of universal training as a military policy of the United States, undoubtedly arguments will be advanced in favor of establishing scales of equivalents according to which so many yards of, say, Greek Verbs, will be balanced against so many hours of Kitchen Police. Now neither Greek Verbs nor Kitchen Police are particularly interesting to the average man, although of course there may be men who enjoy one or the other. Indeed there may be a small class whose members can occupy themselves with both and with equal intellectual alacrity and enjoyment. But such men are few, and in the near future *universal* training will probably be considered.

Now universal service or training means what it says. The moment one begins to form classes who are exempt from it because their fathers can give their members a college education the word "universal" becomes obvious camouflage, and camouflage is a means of hiding something you want to conceal. Such exemptions will form a caste made up of men who have simply taken the trouble to be born. We do not want that. We must remember that we are living in a world in which enormous masses of mankind have suddenly come to the conclusion that every one should have a Ford car and no one should have a cook. The picture of such a world may be but little alluring to those of us who cherish the aspiration that at some time we may have both, but that does not prevent the other doctrine having an increasing number of adherents.

Universal service means universal service. If all youth of a certain age are not trained, it should be for economic reasons, and selection should be made by lot as in the draft. Once selected they should serve together, perform the same duties, and pass through the same hardships. It will not hurt the most tender of them. Of course they will not all go equally far; some will become officers, some will remain privates, but in this competition they should all toe the same scratch. This happens to be a republic.

Universal Training and State Troops

If universal training of the youth of the United States is taken over by the Government, it is fair to assume that such training will be completed in one period, for the men, although officers, will probably have to go through more than one training period before they become qualified as reserve officers of the United States Army.

The Government of the United States will probably be concerned only with training these men and in seeing to it that their addresses are kept up to date, so that the men who have been trained are subject to call. The Government will hardly concern itself with any obligations which they care to assume of their own volition subsequent to their training period. If they care to join an organization of state troops it is difficult to see how such an obligation will affect their obligation to the United States. It will, it is true, obligate them to call for local purposes under the orders of the Governor, but this will not

prevent them from being subject to call for national purposes under the call of the President of the United States.

Men who are interested in the continuance of the National Guard as state troops, upon consideration will see that the training camps under universal training will prepare the youth of this country for joining such organizations if they see fit.

German Invincibility

The myth of German invincibility is only fifty years old. The wonder is that such an illusion should ever have existed.

The history of Frederick the Great has been the fountain of inspiration for modern Germany. However admirable Frederick was at times as a general, he would have laughed at anyone who acclaimed him as invincible. Once he was saved from annihilation by Russia, when Peter III abandoned his allies and went over to the Prussian side. But it is the course of the Napoleonic wars which best proves the vulnerability of Prussian armies. When, in 1792, Prussia and Austria combined against France, they got more fighting than they bargained for, and three years later Prussia was glad enough to give in, characteristically leaving Austria to be beaten to the ground without stirring a finger to aid her.

In her second venture, Prussia was no more successful, as the two names, Jena and Auerstädt, attest. The Battle of the Nations, fought at Leipsic, did at length succeed in inflicting defeat upon Napoleon, but there was nothing in that on which Germany can pride herself, since the victory was largely due not to German valor, but to German treachery, Napoleon's German legion having gone over to the enemy in the course of the action.

With Napoleon out of the way, Prussia and Austria, in 1864, had no difficulty in disposing of Denmark, and from that war date the first whispers of the "Invincibility Myth." Two years were then spent in rapid preparation for a quarrel with Austria, "according to plan," and at the close of the Seven Weeks' War, Prussia, superior in numbers and in arms, had gotten the better of Austria at Sadowa. Her conflict with France, in 1870-71, gave her further opportunities of worsting another foe less well prepared than she, and it was this which put the final touch to the invincibility illusion. The world saw three wars won in seven years, and did not take the trouble to look into the manner of their winning.

Germany was obviously interested in persuading the world that she was invincible, and her methods were both ingenious and well adapted to the purpose. They had, however, the drawback of finally persuading the German people and the German rulers that in fact they were invincible, and the results of that conviction have been those which we now have the pleasure of contemplating. After all, it does pay to tell the truth, even to oneself, indeed especially to oneself.

In short, Germany has for a good many years now been engaged in a campaign of mendacity for the purpose of deceiving the rest of the world, and one of the results of it has been that she ended by deceiving herself as to what she could get away with.

Selecting Noncommissioned Officers

The plan for selecting and training noncommissioned officers, which is described in detail in the article by Major Tips entitled, "Selecting and Training Military Leaders," was originated and worked out by him and put into effect at Camp Gordon, Ga. There have been as many as 6,000 students in the noncommissioned officers' schools working under this plan in that infantry replacement and training camp. Most of them have gone to divisions or overseas with replacement troops, and the plan has been in every way a success. A plan of this kind for training a large number of noncommissioned officers is manifestly of value not only for replacement camps at this time, but in the future for training leaders under any plan of universal training that may be adopted for the country.

Universal Training

If I went to a doctor with a bad leg I should expect him to tell me what was the matter and advise me what I should do. He might very well say: "Your leg should come off; it hurts; it is not going to get any better, but if you do not want to have it off, here is a plaster which I can recommend which, when put on your back, will give you something to think about. It won't hurt you, but, of course, it will not do you any good."

The doctor would be doing his duty. The choice would, of course, be mine. I would have two alternatives presented to me. It would be up to me to decide.

If, on the other hand, the doctor, after looking me over, decided that, although my leg should come off, I would not permit it, and accordingly advised, "You really are in pretty bad shape, but I have a plaster here, which, applied to your back, will give you something to think about and which may really be all that you need. Even we cannot tell everything about such cases as yours. I would strongly advise the plaster."

If my leg got worse and I went completely to pieces, I would not think well of that doctor. I would see to it that no one of my acquaintance thought well of him. I would properly feel that he did not know his business.

Now, universal military training is going to be expensive and it is going to be irksome. No one wants to be trained, no one wants to go to school, but if the General Staff of the Army believes in it, it would seem to be the clear duty of the General Staff to recommend it and at the same time state what it will cost. The General Staff will be the doctor, the United States the patient.

It is the duty of the doctor to give full information. It is the right of the patient to decide whether he wants to follow the doctor's advice.

Book Reviews

Map Reading for Aviators, including Aerial Navigation, by C. B. Benson. New York: Edwin N. Appleton. Price, $1.00.

A *very elementary* textbook, mainly dealing with common map reading, which knowledge can be gleaned from any other text-book. However, the points on map scales, representative fractions, the conversion of the R. F. from words to figures, and changing from the English to the metric system and *vice versa* are very plainly and simply explained. The problems are very elementary, yet complicated enough for the beginner.

The chapters which pertain to aerial navigation are elementary yet fundamental. From this the student receives the main idea of driving a plane by the use of the compass. It is believed that the data given are not sufficient for the average cadet flyer to master aerial navigation.

The text as described in the preface is a brief reference in map reading and aerial navigation for cadets of the Air Service, and was used at the School of Military Aeronautics at Cornell University.

A-B-C of Aviation, by Capt. Victor W. Page, A. S., S. C. (Reserve). New York: The Norman W. Henley Publishing Co. Price, $2.50.

As stated in the preface, this is a non-technical manual for all students of aircraft. Mr. Page's experience in aviation has well fitted him to write such a book. In 1917 Captain Page was stationed at Hazelhurst Field, Mineola, L. I., N. Y., as assistant engineer officer of the field. His duties also included the course in motors, airplane design, theories of height, and airplane repair and design in general for the cadets at that field.

In doing away with the larger part of the technical side of aviation, he has written a book well worthy to be in the hands of not only students in aviation but of all men engaged in flying. The text is full and complete from the receipt of the crated plane up to the final inspection before its test flight. The terms used are very simple and easily understood.

The text goes into construction just far enough to give the student the fundamental ideas, such as wood, metals, wires, etc., used in the construction of the plane. It is not included as an engineering treatise, and the author has very successfully omitted to consider the technical points, which are only of interest to the designer of planes.

The text is as good as any the reviewer has seen. The author has taken as his model the Curtiss J.N.4 airplane, which today remains our standard training plane. The reviewer does not believe that *flying* can be taught from lectures or books; however, Mr. Page has merely given a few points on the subject, which are cardinal in principle. In general, the book is well worthy of being brought to the notice of those interested in aviation.

325 Group Contests for the Army, Navy and School, by William J. Cromie. New York: The Macmillan Company, 1918. 96 pages, illustrated. Price, $1.25.

Here is a book which the leaders of boys' clubs, gymnasium instructors,

Y. M. C. A. workers, as well as physical directors in army and navy camps, will find distinctly valuable. Its purpose is to build up strong bodies, and it has been written by one who has had long experience in work with young men in this direction. In addition, there is the appeal of the contest. Dr. Cromie has so arranged his text that the desire to excel is implanted in his students. The book answers the requirements of those who have longed for something which shall give the class or group in physical training something to do, which shall keep their interests keen and active and shall develop them physically at the same time. The many illustrations make clear the author's instructions.

The time is coming when it will be necessary to occupy the men in barracks and cantonment with something more than drills and tactical exercises. We shall have to go into this sort of thing extensively among the troops we evidently must retain in the occupied territory in Europe. Occupation is the best cure for homesickness, and this book gives methods of physical exercise and training which a good many officers will find valuable in the near future. The men will find it valuable, too. It is fair to assume that an extra inch of chest expansion means several extra years of useful life.

Administration, by Lieut. Stephen E. Connor, Lieut. Frank X. Perron, and Lieut. Frederick West, Battalion Personnel Adjutants and Paperwork Instructors, Central Officers' Training School, Camp Lee, Va. Publication authorized by the Adjutant General. New York: Edwin N. Appleton, 1918. 192 pages. Price, $2.00.

This book really deals with the paper work in the line of the Army and the directions for carrying it on are fully illustrated by completed forms and returns. It is a convenient book for reference and use, and the authors have evidently based it upon their experience as instructors in the subject.

The actual fighting may be over, but paper work is always with us, and a company commander will find this a very useful book.

The English of Military Communications, by William A. Ganoe, Major of Infantry, U. S. A., Asst. Professor of English, U. S. Military Academy. Menasha, Wisconsin: George Banta Publishing Company, 1918. 197 pages. Demy 8vo.

Maj. Gen. William Harding Carter, who knows very well how to use English himself, says as a foreword to this book: "It is important in military matters that a writer shall express definitely the ideas he intends to convey and in such phraseology that there can be no misunderstanding of the language used. Carelessly or improperly phrased instructions have caused many miscarriages of military plans. The attainment of perfection in the use of language is a matter of painstaking study and the gradual refinement of practice. Merely dreaming of what one will do when responsibility is thrust upon him is not the way to prepare for successful achievement. It is the duty of every self-respecting officer to be ready to do not only his best but to do what is right.

"When one has qualified himself to write or dictate orders and instructions properly, he has already learned to interpret those he may receive from others. Accuracy of language demands

discipline of mind. Under our system of rising war armies much has had to be entrusted to men without either discipline of mind or of character. This makes it necessary for officers not only to be qualified themselves to prepare and to interpret orders but to teach the art to others.

"Carelessly written instructions are like contoured maps with the base data omitted, leaving one in doubt as to whether he is observing a hill or a depression. A recent instance of such carelessness, coming under my observation, may serve to illustrate this. Orders were received at my headquarters to call out certain reservists for actual service and direct them to report at Fort Wayne, Indiana. In the execution of the order individual telegrams were dispatched during the night. As orders had been received previously to turn over for the training of such reservists several permanent posts, including Fort Wayne, near Detroit, Michigan, telegraphic inquiry was made to find out if a mistake had been made. The reply established that the post of Fort Wayne, Michigan, and not the city of Fort Wayne, Indiana, was intended.

"Modern warfare of nations in arms is vastly different from the campaigns and open field fighting of the smaller armies of past wars. Nations no longer entrust the preparation and solution of their military problems to the old type of practical soldiers. Military academies, war colleges and general staff colleges have become necessary to insure that only trained men shall be entrusted with the preparation of instructions for the employment of the forces.

"To combine the study of tactical problems, the preparation of orders and the correct use of language, as contemplated by Major Ganoe, will afford a great advantage to the student of today, and should make the diaries, journals, and war histories of the future finished writings without necessity for editing. These are the true sources of military history, a knowledge of which is essential to the ambitious officer desirous of perfecting himself in his profession."

This book is an effort at vocational training in the use of English. The idea is to make both the material and the treatment count—to place the emphasis upon the manner of expressing oneself and to let the student see incidentally the interesting military features as he is passing along. The course laid down in this book has been tried with unexpected success on the cadets of the U. S. M. A.

The author takes up the different forms of orders correspondence, and, in short, all forms of military communications, and discusses them, illustrating his remarks by examples of good and bad methods. It is to be hoped that all the war diaries which will be coming to Washington from the A. E. F. will be as well kept as his, but it is rather doubtful.

Even if for some time to come military communications in the U. S. A. will not have the immediate importance they had two months ago, badly written ones will still mean delay and trouble. Again, a great many men have passed from the stage of doing things to that of writing about what they did. This book will help them in stating that with accuracy and precision.

THE UNITED STATES INFANTRY ASSOCIATION

"The object of the Association shall be to promote the efficiency of the Infantry arm of the military service of our country by maintaining its best standards and traditions, by fostering esprit de corps, by the dissemination of professional knowledge, and by exchange of ideas as to the utilization of such knowledge with particular reference to the rôle of Infantry in modern war."—Article III of the Constitution.

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CONDITIONS OF MEMBERSHIP

All commissioned officers in good standing, or former commissioned officers of honorable record of the regular or volunteer military or naval service, including Reserve Corps, and of the National Guard are eligible for regular or associate membership in the Association. Membership dates from the first day of January or July nearest the date of enrollment.

Dues are $1.00 annually, payable in advance. Members may obtain the JOURNAL for $2.00 per year.

All communications should be addressed to the Secretary, the United States Infantry Association, Room 508, Union Trust Building, Washington, D. C. Cable address: Infantry, Washington.

The Infantry Association

The annual meeting of the Infantry Association was held in Washington on December 27. The financial condition was found to be very satisfactory. The Council thinks that $13,000 in bank and $26,000 in bonds is a good foundation upon which to begin the coming year, but the condition of the membership list is, frankly, most unsatisfactory.

It is apparently not so much a question of getting new subscribers, desirable as these may be, as of getting the old members and subscribers to continue to pay their subscriptions promptly. The magazine is no longer sent to members and subscribers who are in arrears. In the first place such a course is uneconomic, and in the second place it is forbidden by the Postal Regulations. It is accordingly urgently requested that dues be paid in advance as provided for in the Constitution of the Association, for if this be not done it is not seen how the magazine can continue publication. It is not a matter of cash or bonds, even if it were proper to use up the working capital we have accumulated by careful management in sending the journal to members of the Association who do not take the trouble to pay for it. It is also a matter of advertisers. It is the business men of the country who advertise in the INFANTRY JOURNAL who enable us to meet the cost of printing and mailing the JOURNAL, and the rates charged them are based on the number of readers. When their number diminishes the rate the JOURNAL can obtain from advertisers diminishes correspondingly; so we lose, not in one, but in two directions. And we cannot afford to do this on the chance that the circulation will, by some occult means, increase.

The circulation will undoubtedly increase when the Army settles down to its next form. Whatever that form is, it will doubtless include a large proportion of Infantry, if the lessons of the present war are heeded, and it is to be assumed that the officers of the present Infantry will be the commanders of it. It may be thought that when the Army has settled down to its final form it will be quite time enough to start to again build up the subscription list. This is not the case, for in the meantime advertisements will have lapsed, as the JOURNAL will have ceased to be an attractive medium, and the campaign to obtain advertisers would have to be begun all over again. The experience in such matters is that the effort would not be successful. Advertisers want a rising circulation, not one that fluctuates with every change of wind.

It is to be assumed that the JOURNAL is read. There are too many matters of vital interest to the Infantry now under consideration to make it probable that any sources of information concerning present and prospective conditions can be ignored, but renewals of subscriptions do not come in promptly enough and changes of address are not furnished the JOURNAL quickly enough. Too much faith is placed in mail orderlies forwarding the magazine. Certainly both subscriptions and addresses can be forwarded in a period of at least temporary stabilization, and both are necessary if this journal is to go on and to continue to maintain its enviable position.

In the past our best method of obtaining and keeping up our membership was by a representative in each infantry regiment who interested himself

in the matter and saw officers personally concerning it. If regimental commanders would designate such an officer and he would see officers personally, explain why officers who have not joined the Association should do so, and receive and forward dues and subscriptions, it would be of the greatest possible assistance to the Association. There does not seem to be any good reason why this should not be done now.

Even although the future Army is in a formative and temporary condition, it does not mean that it is safe to ignore the established means of explaining what the Infantry is and the reasons for its existence. The Field Artillery certainly does not consider it safe. The *Field Artillery Journal* is growing rapidly.

In a sense, new subscribers mean that they are interested, and subscribers who drop out show that they are not interested. Of course it may be that subconsciously, as it were, the Infantry may have come to the conclusion that it really has no reason for existence, and that in any future army it will properly be used as some sort of an appendix to the Artillery. This theory has its advocates. Perhaps the Infantry has been converted to it. The editor of the INFANTRY JOURNAL sometimes thinks that the Infantry has accepted it.

The membership lists are certainly one of the barometers by which one can estimate the rise and fall of interests and, therefore, of conditions. The future of the INFANTRY JOURNAL lies with the membership of the Infantry Association, and not on the knees of the gods.

THE INFANTRY JOURNAL
UNION TRUST BUILDING
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Sir:

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Infantry Journal Advertiser

GENTLE HINTS
No. 49

WASHINGTON, D. C.
JANUARY 1, 1919.

1. With this issue we inaugurate the custom of publishing an index of our advertisers.

2. The business firms who have chosen the INFANTRY JOURNAL as a medium to carry their messages have become so numerous that it has become necessary to provide an index for ready reference.

3. This increase in the number of our advertisers, which has continued in spite of the armistice, is one of the most encouraging signs of the times.

4. It means that interest in military matters has not abated merely because the Hun is trying to save his face by what amounts to abject surrender.

5. It is a promising sign because it points to the conviction that universal military training is to be one of the outgrowths of this war.

6. With universal military training there will be no need for conscript armies. When the call comes our youth will be ready, and the knowledge that they are ready will tend to postpone the day of the call.

7. Let us all pull together then. This is the Infantry Way! It is the Only Way!

Index to Advertisers

	Page
Acme Motor Parts Corporation	5b
Allison & Co.	44b
Aluminum Goods Mfg. Co.	19b
American Bleached Goods Co.	56b
American Fork & Hoe Co.	9b
American Multigraph Co.	27b
American Safety Razor Co.	16b
American Woolen Co.	56b
Architectural Cornice & Skylight Works	8b
Atlantic Coast Shipping Co.	13b
Barrell Co., Wm. L.	52b
Bauer & Black.	60b
Becker Steel Co. of America	34b
Beckman Company, The.	29b
Bertuch, Paul.	48b
Blancke Co., L. C.	44b
Brady & Gioe, Inc.	42b
Brander, Bergstrom & Co., Inc.	17b
Brightwood Mfg. Co., The.	50b
Brown Hoisting Machinery Co.	6b
Bucyrus Company.	18b
Buffalo Forge Co.	21b
Bush Terminal Co.	10b
Cambridge Colleries Co.	48b
Carr Fastener Co.	38b
Carter & Weekes Stevedoring Co.	14b
Catz American Co., Inc.	52b
Central Foundry Corporation.	26b
Champion Ignition Co.	20b
Charcoal Iron Co. of America.	59b
Chatillon & Sons, John.	60b
Cleveland Macaroni Co.	11b
Cleveland Milling Machine Co.	44b
Clyde Cars Co.	17b
Collin, Jonas.	11b
Combustion Engineering Corporation	27b
Cornell & Underhill.	27b
Corona Typewriter Co.	3f
Crane Company.	27b
Crucible Steel Casting Co.	20b
Cygnet Manufacturing Co.	3b
Danubil Co., Inc., The.	61b
Dayton Engineering Laboratories Co.	23b
Dayton-Wright Airplane Co.	45b
Defiance Manufacturing Co.	46b
De Grauw, Aymar & Co	61b
Deschanel International Co.	18b
Detroit Vapor Stove Co.	60b
Dietzgen Co., Eugene	46b
Dockendorff & Co., Inc., J. E.	52b
Domestic Engineering Co.	20b
Donner Steel Co., Inc.	34b
Dow Chemical Company.	63b
Draper Mfg. Co.	14b
Duplex Governor Co.	46b
Earle Bros.	48b
Eberhard Faber.	47b
Edward Valve & Mfg. Co.	34b
Egleston Bros. & Co.	22b
Electrose Mfg. Co.	24b
Ferry Hat Mfg. Co.	57b
Fletcher Co., W. & A.	18b
Four-Wheel Drive Auto Co.	5b
Fownes Bros. & Co.	53b
Frost Manufacturing Co.	35b
Funch, Edye & Co.	13b
Geigy Company.	28b
Gem City Boiler Co., The.	38b
General Electric Co.	33b
General Equipment Co.	44b
General Naval Stores Co.	30b
Gerlinger Steel Castings Co.	34b
Geuder, Paeschke & Frey.	24b
Gillespie Co., T. A.	43b
Gladium Co.	20b
Globe Grey Iron Foundry.	26b
Gold Metal Camp Furniture Mfg. Co.	50b
Goodlatte & Sons, T. N.	50b
Goodrich Company, The B. F.	49b
Gove & French.	50b
Griffin & Co., H. C.	6b
Gross Co., J. B.	9b
Gulick, Andrew.	13b
Hagemeyer & Brunn.	12b
Harley Davidson Motor Co.	4b
Harvey Spring & Forging Co.	18b
Henderson & Co., F. R.	48b
Hinkley Motors Corporation	Cover
Hoffman & Billings Mfg. Co.	34b
Hoppe, Frank A.	30b
Home Insurance Co., The	52b
Hoover Suction Sweeper Co.	40b
Howe Rubber Co.	50b
Hudson Sheet & Tin Plate Co., Inc.	24b
Jaeschke Bros. Foundry Co.	36b
Kahn Tailoring Co.	47b
Kearney & Trecker Co.	21b
Keiner-Williams Stamping Co.	25b
Keyless Auto Clock Co., Inc.	4b
King Motor Car Co.	4b
Kohler Co.	28b
La Belle Iron Works.	55b
Lamb Co., Geo. D.	52b
Lea & Perrins Sauce.	56b
Lees & Sons Co., James.	58b
Le Roi Company.	60b
Le Roy Shirt Co.	54b
Lewis-Hall Iron Works.	35b
Lorillard Company, P.	57b
Lynch Construction Co., Inc.	43b
McGovern & Co., P.	42b
Machinery & Metal Sales Co.	26b

	Page
Maier, Morton & Browne	57b
Manitowoc Shipbuilding Co.	17b
Many Use Oil Co.	39b
Mather Spring Co.	51b
Maurice O'Meara Co.	54b
Maxim Chemical Co.	62b
Mayer Boot & Shoe Co., F.	56b
Mayer & Co., Robert	46b
Mediterranean Trading Co., Inc.	12b
Mellgren, Eric	16b
Metalwood Manufacturing Co.	36b
Metz & Co., H. A.	30b
Meyers Machine Co., Willard F.	22b
Midwest Engine Co.	26b
Milwaukee Coke & Gas Co.	62b
Milwaukee Forge & Machinery Co.	44b
Milwaukee Steel Foundary Co.	20b
Mortimer Mfg. Co.	5b
Mount-Robertson, Inc.	62b
Mount Royal Corporation	8b
National Can Co.	29b
National Pneumatic Co.	25b
National Tool Co.	22b
Naylor & Co.	22b
Neal & Brinker Co.	60b
Negus, T. S. & J. D.	47b
Neth & Mackay	54b
New York Blue Print Paper Co.	47b
Nielsen & Danielsen	36b
Nielsen, Henry F.	12b
Nordberg Mfg. Co.	36b
Northwestern Bridge & Iron Co.	44b
Obenberger Forge Co., John	36b
Ocean Commercial Corporation	9b
Okura & Co., Ltd.	8b
Overseas Shipping Co., Inc.	10b
Paramount Leather Co.	39b
Parish & Bingham Co.	4b
Paulson & Co., Inc., A. E.	13b
Paulson, Linkroum & Co.	56b
Pelton Steel Co.	24b
Phillips-Jones Co., Inc.	57b
Phoenix Wire Works	58b
Poel & Kelly	48b
Poels & Brewster, Inc.	12b
Polk Co., J. T.	52b
Porcelain Enameling Corporation	28b
Porto Rico International Co.	40b
Post Van Der Burg	12b
Pratt & Whitney	32b
Racine Malleable & Wrought Iron Co.	22b
Ralston Steel Car Co., The	29b
Raymond-Hadley Corporation	40b
Reiss Coal Co., The C.	62b
Republic Motor Truck Co.	7b
Revolvators Co.	5b
Rivoire, Henry J.	14b
Rosenwasser Bros.	53b
Russell, Burdsall & Ward Bolt & Nut Co.	58b
Sabbatino & Co.	8b
Savage Arms Corporation	32b
Schieren Co., Chas. A.	39b
Scientific Machine & Tool Co.	26b
Siegle Co., G.	30b
Simmons Company	41b
Simplex Wire & Cable Co.	54b
Smith Co., Inc., Arthur F.	61b
Smith, Hauser & MacIsaac	43b
Specialty Knee Pants Co.	61b
Splitdorf Electrical Co.	21b
Standard Ordnance Corporation	44b
Stearns & Co., Frederick	16b
Steward & Co., Inc., James	42b
Stone & Webster	37b
Stowell Co., The	30b
Stromberg Export & Import Co., Inc.	11b
Superior Duck Clothing Co.	61b
Takata & Co.	12b
Three-in-One-Oil Co.	39b
Tip-Top Waist & Dress Co.	56b
Toledo Bridge & Crane Co., The	42b
Trans-Continental Freight Co.	14b
Trans-Oceanic Trading Co.	10b
Trostel & Sons	15b
Tunley, E. H.	18b
Turner & Blanchard	28b
Turner Construction Co.	8b
Union Iron Works	22b
Union Sulphur Company	63b
Union Transport Co.	11b
Union Trust Co.	40b
United Shoe Machinery Corporation	53b
United States Color & Chemical Co.	30b
Valco Mfg. Co.	58b
Van Dorn Iron Works, The	38b
Van Ommeren Corporation, Ph.	16b
Vilter Manufacturing Co., The	54b
Vollrath Company	28b
Voorhees, J. P.	54b
Voorhees Rubber Mfg. Co.	18b
Vulcanized Rubber Co., The	50b
Westegren, Inc., M. F.	24b
Western Clock Co., O.	3b
White Engineering Corp., The J. G.	31b
Wilford Hall Laboratories	16b
Willard Storage Battery Co.	6b
Williams Foundry & Machine Co.	35b
Willys Overland, Inc.	64b
Wilson Body Co., C. R.	6b
Wisconsin National Bank, The	28b
Wollensak Optical Co.	38b
Wood Mfg. Co., John	26b
Zahniser, W. H.	18b

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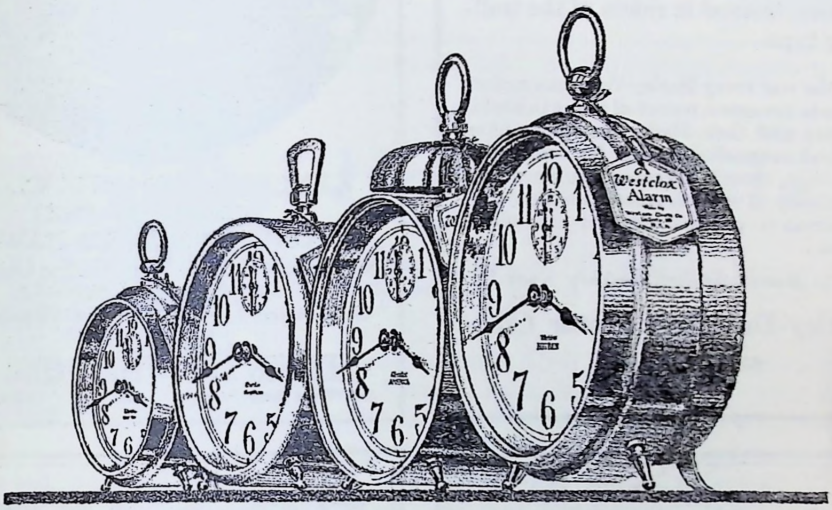

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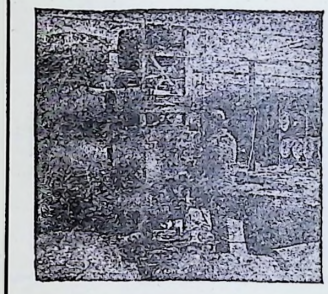

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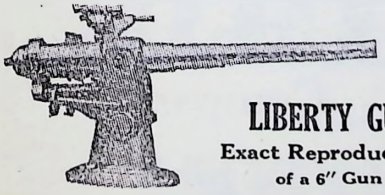

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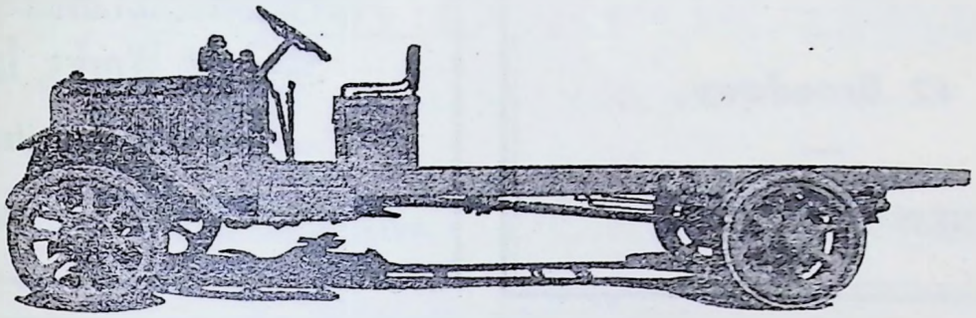

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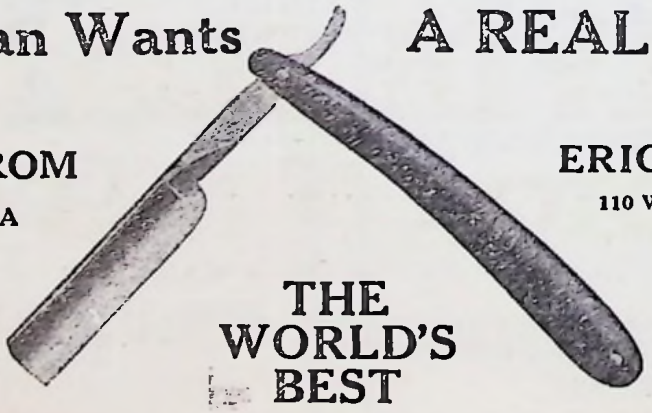

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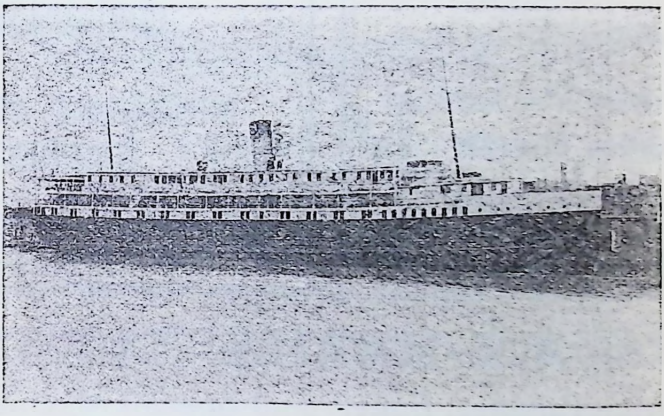

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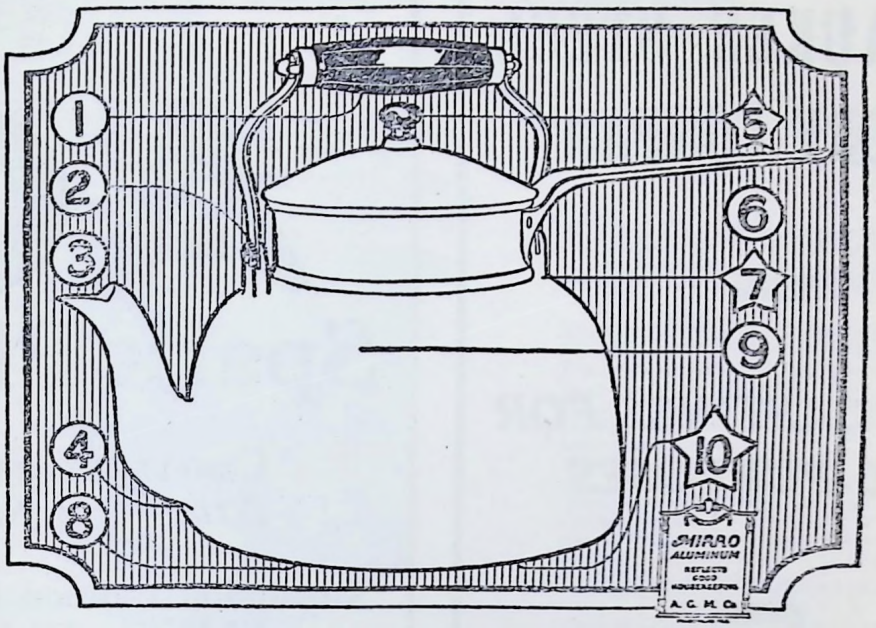

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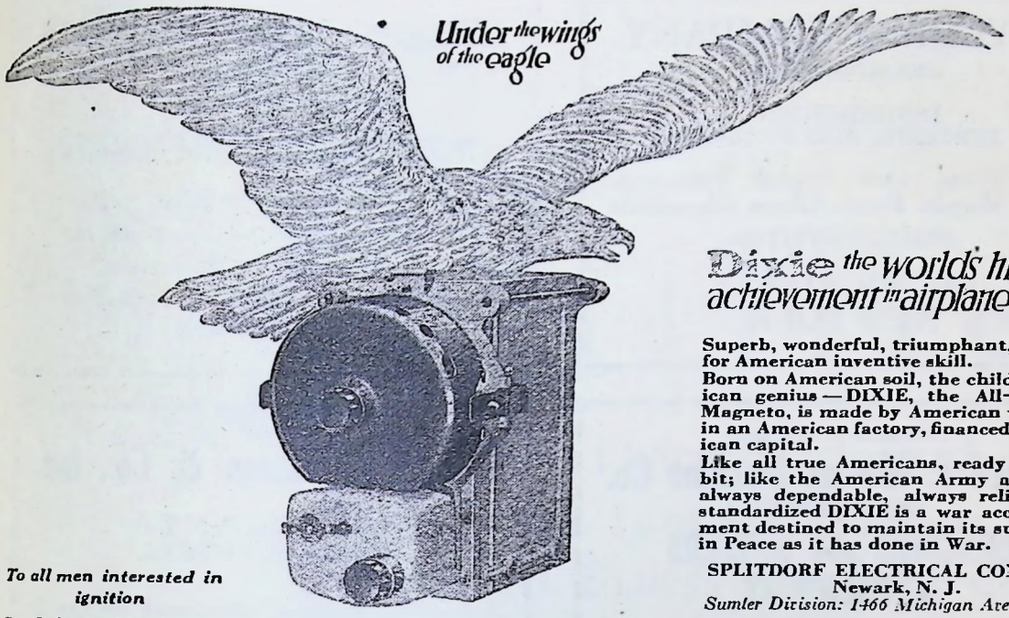

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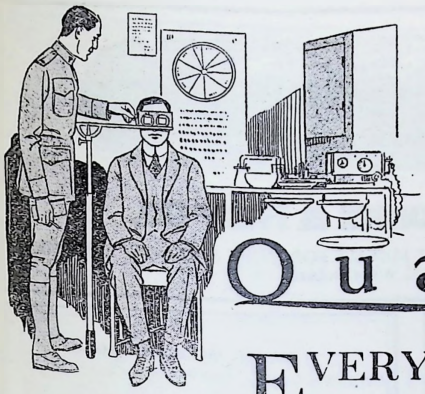

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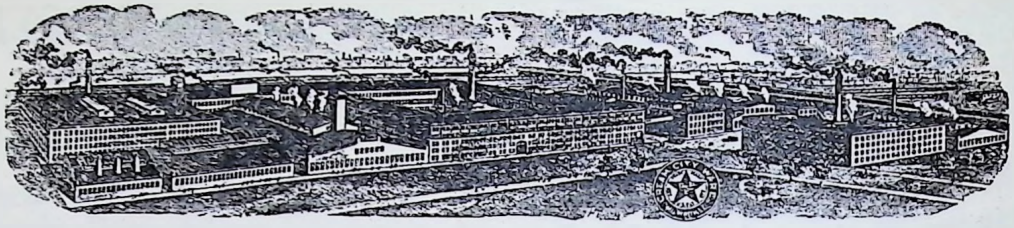

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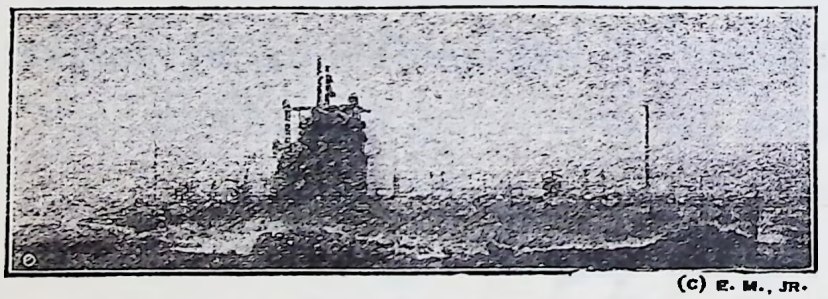

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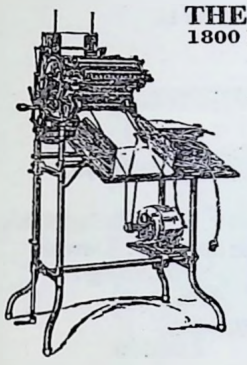

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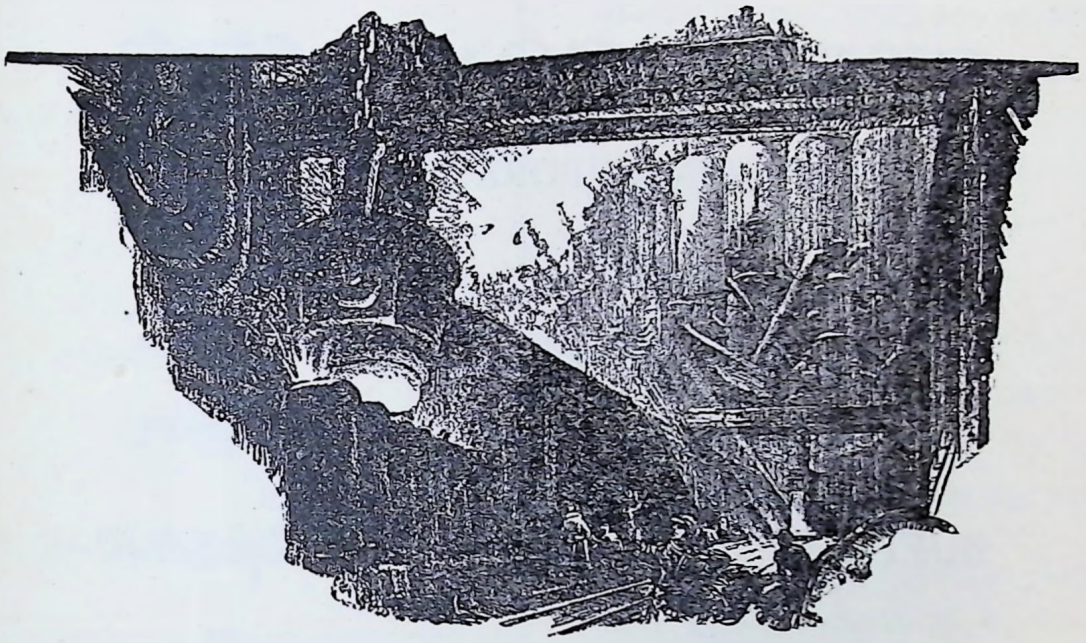

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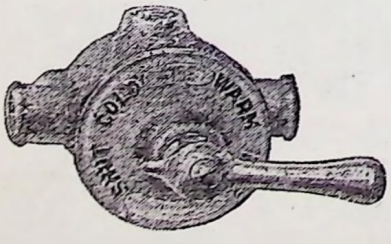

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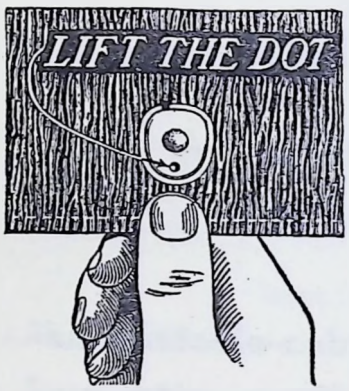

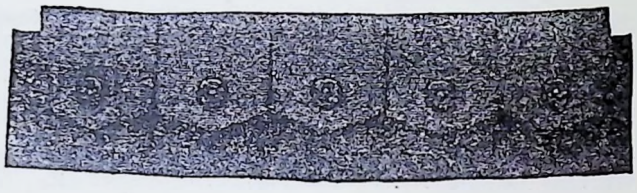

LIFT *the* DOT
Fasteners

YOU have become acquainted with the Lift-the-Dot fastener in the army. At home you will find it coming into increasingly general use on automobiles, articles of leather, canvas, etc.

You will know it always by the Dot stamped on the face of the socket — the Dot which tells you which side to lift.

CARR FASTENER COMPANY
BOSTON, MASS., U. S. A. BRANCH IN ENGLAND
Makers of "Fasteners that Fasten."

THE VAN DORN IRON WORKS CO.

◆ ◆

CLEVELAND

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TRADE MARK

Complete stock of Schieren Beltings on hand at each of the following addresses

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Boston.....232 Summer St.
Chicago.....128 West Kinzie St.
Cleveland.....777 Rockwell Ave.
Dallas, Texas,
THE TEXAS, CHAS. A. SCHIEREN COMPANY,
Murray and William Sts.
Denver.....1752 Arapahoe St.
Detroit.....72 Congress St., W.
Kansas City.....1324 W. 12th St.
Memphis, Tenn.....477 So. Main St.
Philadelphia.....226 N. Third St.
Pittsburgh.....337 Second Ave.
St. Louis.....10th and No. Market Sts.
Salt Lake City.....Dooly Bldg.
San Francisco.....257 Mission St.
Seattle.....305 First Ave., So.

For information and literature address

Chas. A. Schieren Company
ESTABLISHED 1864

Tanners, Belt Manufacturers

Main office and factory:
78 Ferry Street, New York
Oak Leather Tanneries: Bristol, Tenn.

PARAMOUNT LEATHER PRODUCTS CO.

NEW YORK CITY

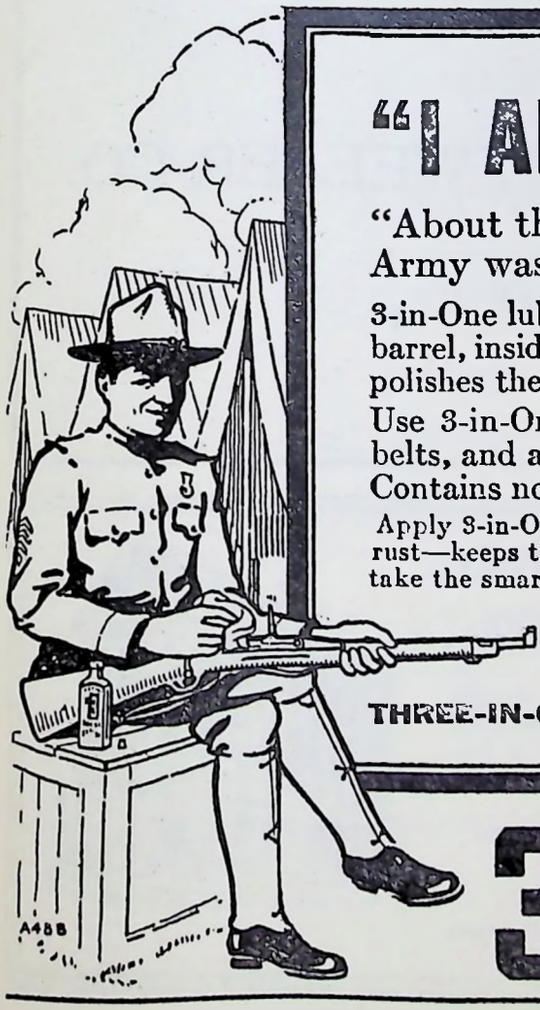
MANY-USE OIL

Now Supplied All Camps and Aviation Stations

MAKER

Many-Use Oil Company

113 Chambers St., New York



"I Always Use 3-in-One"

"About the first thing I learned when I joined the Army was to keep my piece clean with 3-in-One."

3-in-One lubricates all operating parts just right, keeps the barrel, inside and out, bright and free from rust and tarnish, polishes the wooden stock.

Use 3-in-One, too, to keep gun sling, shoes, boots puttees, belts, and all leather equipment soft, pliable and waterproof. Contains no grease or acid.

Apply 3-in-One to your razor blade, before and after shaving. Prevents rust—keeps the razor from "pulling." Rub on your tired, aching feet to take the smart out. For sale at all Post Exchanges and Ship's Stores in 50c. 25c and 15c bottles; also in 25c Handy Oil Cans.

FREE Generous sample and Dictionary of Uses.

THREE-IN-ONE OIL CO. 165 KCM. BROADWAY, N. Y.

3-IN-ONE OIL

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Porto Rico International Corporation

TOMAS SUBIRANA, President

82 Beaver Street : New York

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FLOUR MILLERS
AND
EXPORTERS

44 Whitehall Street - New York, U. S. A.

THE W. H. HOOVER COMPANY

NORTH CANTON, OHIO

THE HOOVER SUCTION SWEEPER CO.

NORTH CANTON, OHIO

Union Trust Company's Safety

as well as the liberal interest which this strong institution pays, is at the disposal of Army Officers no matter where they may be stationed.

The Union Trust Company "Banking by Mail" plan is simple, convenient and safe—it places our complete service at the very doors of everybody everywhere. Detailed information gladly furnished on request.

Two per cent interest paid on checking accounts
—3 per cent on savings. Small deposits welcomed.

UNION TRUST COMPANY
OF THE DISTRICT OF COLUMBIA
WASHINGTON, D. C.

Capital and Surplus $2,300,000.00

Edw. J. Stellwagen
President

When An Army Sleeps

It deserves complete relaxation, perfect repose and rest.

Good sleep is built into every "Simmons" product. Whether it be a full-sized bed, a folding cot or transport berth (such as we are furnishing to the Government), the fullest measure of repose and restorative sleep is insured.

SIMMONS COMPANY

KENOSHA, WISCONSIN

The World's Largest Makers of Metal Beds and Springs

JAMES STEWART & CO., Inc.

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Dredging: Hydraulic and Dipper
Dock Work
Pile Driving
Hydro-Electric Developments
Beet Sugar Mills

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Grain Elevators
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Reinforced Concrete
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and
Contractors

SUB-AQUEOUS WORK
TUNNELS
FOUNDATIONS

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THE TOLEDO BRIDGE & CRANE CO.

ENGINEERS

TOLEDO, OHIO

CABLE ADDRESS "TABERNA-NEW YORK

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Telephone 6864-5-6 Broad

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Membership N. Y. Produce Exchange
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T. A. GILLESPIE COMPANY

Engineers and Contractors

Manufacturers of

Complete Rounds High Explosive Shells

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WELDLESS RINGS
FORGINGS OF METALLIC QUALITY

CHESTER, PENNSYLVANIA

NORTHWESTERN BRIDGE AND IRON COMPANY

CONSULTING AND CONTRACTING ENGINEERS,
MANUFACTURERS OF STEEL BUILDINGS,
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MILWAUKEE, WISCONSIN

L. C. BLANCKE CO., Inc.

"TOP NOTCH"
HIGH SPEED STEEL AND TOOLS

Executive Offices
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642 Washington Boulevard, Chicago, Ill.

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WORKS—TAUNTON, MASS.

GEO. B. PILLAR, Pres. P. J. RAMSTACK, Sec'y
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Steam-Hammered and Drop Forgings
Machine Work

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LOCOMOTIVES
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WRECKING CRANES
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PILE DRIVERS
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SPREADER CARS
HOISTING ENGINES, Etc.

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The Cleveland Milling Machine Company

Milling Cutters----Special
Tools---Milling Machines

Service and Courtesy

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LIGHT ARMOR PLATE
FOR ALL PURPOSES

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WORKS:
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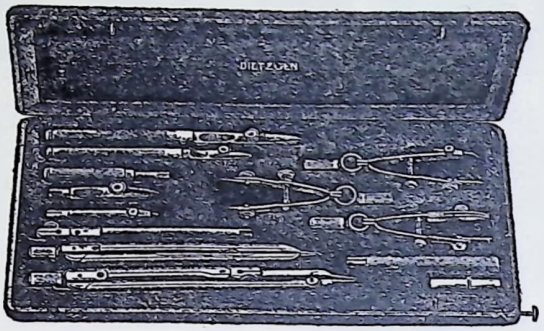
Manufacturers for the United States Government

The Dayton Wright Airplane Co.

DAYTON, OHIO

"The Birthplace of the Airplane"



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Are manufactured in our Chicago factory and made of cold rolled Nickel silver and highest grade steel.

Excellent workmanship and finish. Various case assortments. Prices moderate.

Will meet the precise requirements of mechanical drawing, and will appeal to schools because of their durability and reasonable cost.

Complete information on request

EUGENE DIETZGEN COMPANY

Manufacturers

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DEFIANCE MANUFACTURING COMPANY

Manufacturers and Importers, Engineers' and Architects' Supplies, Drawing Materials

Manufacturers and Wholesalers of Stationery Specialties, Gem Clips, Calendar Stands, Buoy and other Inkstands, etc.

Blue, Black and Brown Print Papers and Cloths. Sole Importers in U. S. A. of Stirling Tracing Cloth.

DRAWING MATERIAL DEPARTMENT
22 East 41st Street, N. Y.
227 South Broad St., Philadelphia, Pa.

WHOLESALE STATIONERY SPECIALTY DEPARTMENT
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DUPLEX ENGINE GOVERNOR

COSTS MORE AND WORTH MORE

TO glance at this device, weighing but 6 pounds, you wouldn't imagine that it could improve the performance of an engine 25%, lengthen engine life several years and increase gasoline efficiency 15 to 30%.

Yet here are the figures, based on the performance of 4,000 motor trucks equipped with Duplex Governor:

Increased gasoline efficiency	23%
Increased ton-miles per hour	27%
Increased available horse-power	42%
Increased acceleration	40%
Decreased piston travel	7%
Decreased radiator temperature	15%
Average improvement	25%

Duplex Highest Efficiency Governors **Simplex** for Truck and Tractor Service

THE DUPLEX ENGINE-GOVERNOR CO., Inc.

Manufacturers of "DUPLEX and SIMPLEX" Precision Governors for Internal Combustion Engines, **BROOKLYN, N.Y.**

Louis Hengstler — Established 1855

ROBERT MAYER & CO.

MANUFACTURERS OF
FINEST BLACK and COLORED LITHOGRAPHIC
ALUMINUM & ZINC PLATES **INKS** **OFFSET INKS**

FACTORY, HOBOKEN, N. J.

BRANCHES:
GEO. R. REED CO.
San Francisco, Cal. Seattle, Wash.

451 11th Street **Hoboken, N. J.**

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MADE IN AMERICA

is a Slogan
We are proud to print

VAN DYKE DRAWING PENCILS

are made in America
by
EBERHARD FABER
Born and Educated
in New York

Made in 16 degrees
from 6 B softest-to-8 H Hardest

A sample will be sent free if occupation and degree of hardness wanted is communicated to

EBERHARD FABER

37 Greenpoint Avenue
BROOKLYN, NEW YORK

T. S. & J. D. NEGUS

Chronometer and Nautical Instrument Makers

Adjusters of Compasses in Iron Ships and Steamers
Binnacles, Compasses, Charts, Night Glasses, &c.
Chronometer Makers to the U. S. Navy
NAVIGATION WAREHOUSE
140 Water St. New York

SENSITISED PAPERS
DRAWING MATERIAL
DRAFTING FURNITURE

We are direct headquarters and can offer exceptional service.

Let us quote on your requirements

NEW YORK BLUE PRINT PAPER CO.
102 Reade Street NEW YORK
(Ask for our Catalogue)

The Famous Kahn Made-to-Measure Uniforms

Over 75,000 American Army Officers are now wearing Kahn Uniforms. They will attest to the splendid worth and military snap of these sturdy outfits.

In twenty-nine camps and war-center headquarters they are

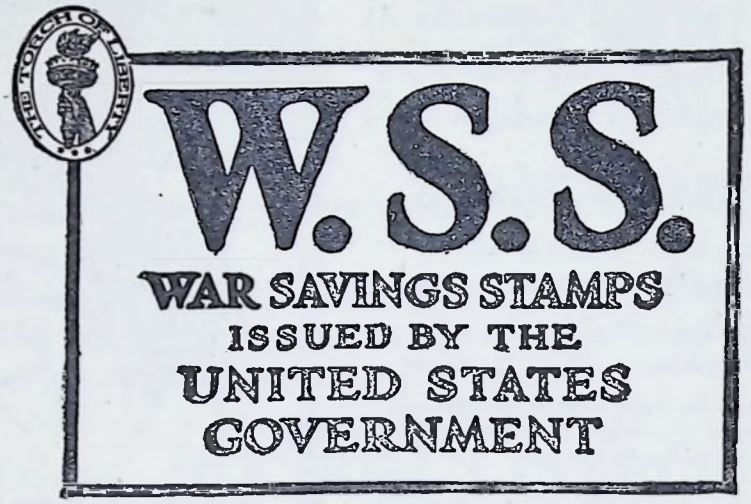
SOLD WITHOUT RETAIL PROFIT

Get them on this basis in Washington, D. C., at 1419 G Street. In Indianapolis at our retail salesrooms in the Kahn Building, corner Washington and Meridian Streets.

Here is the opportunity of the Army Officer to purchase the finest and most popular made-to-measure army uniforms in America at a real saving.

·KAHN·
TAILORING CO
OF INDIANOPOLIS, U. S. A.

BUY



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POEL & KELLY

CRUDE RUBBER

347 Madison Avenue
NEW YORK, N. Y.

F. R. HENDERSON & CO.

Crude Rubber

82 Beaver St. New York City

PAUL BERTUCH

CRUDE RUBBER

25 BEAVER STREET
NEW YORK CITY

EARLE BROTHERS

BROKERS

Crude India Rubber, Gutta Percha
and Balata

66 Broad Street
Established 1877 New York

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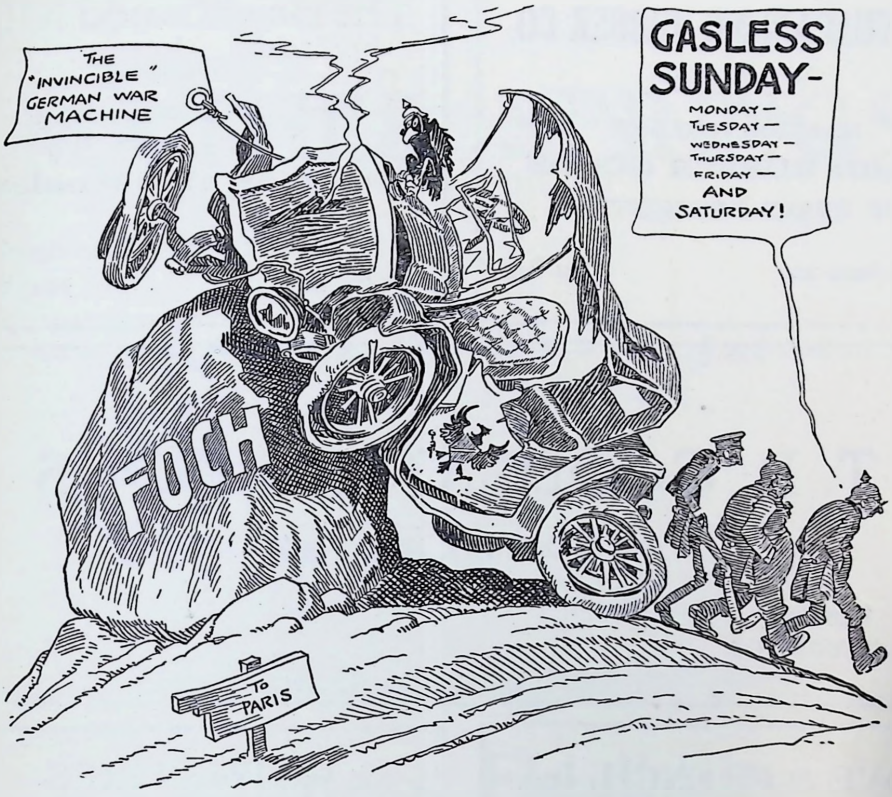


What the Hun Looks for First

RUBBER!

That's his first thought when he searches American prisoners. That strong, safe gas mask, those "comfy" rubber boots, the glistening "slicker"—they are infinitely superior to the shoddy make-shifts of the Hun.

In these mighty essentials Goodrich and other rubber manufacturers have provided you with measures of safety that give you a moral ascendency—not to mention a greater comfort. And the Hun *knows* this!

THE B. F. GOODRICH RUBBER COMPANY
Akron, Ohio **City of Goodrich**

GOODRICH

RUBBER GOODS

THE VULCANIZED RUBBER CO.

OF NEW YORK

MANUFACTURER OF

HARD RUBBER GOODS

OF EVERY DESCRIPTION

251-255 Fourth Ave. New York

The Brightwood Mfg. Company

North Andover, Mass.

Worsteds and Woolens

H. E. LANGFORD, Sales Agent

230 5th Ave. New York

T. R. GOODLATTE & SONS

346 BROADWAY, NEW YORK

WORKS:
DELAWANNA, N. J.

GOVE & FRENCH, Inc.

Crude Rubber

25 Beaver Street New York City

Second Natl. Bldg. Akron, O.

HOWE TIRES
HOWE TUBES

RUBBER SPECIALTIES

Howe Rubber Company

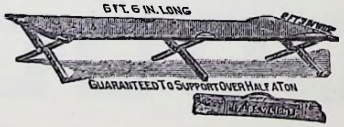
New Brunswick, N. J.

For Comfort in Camp

"GOLD MEDAL" Folding Camp Furniture

Trade Mark Reg. U. S. Pat. Office

Send for our 12-page booklet of Officer's Equipment—or, for our complete catalog "A" of Camp Furniture and Camping Outfits.



MADE BY

GOLD MEDAL CAMP FURNITURE MFG. COMPANY

RACINE, WIS., U. S. A.

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MATHER SPRINGS

Scientifically Heat-Treated

Unequalled for

Lightness, Flexibility and Endurance

GENUINE MADE ONLY BY

THE MATHER SPRING COMPANY

TOLEDO - - - - - OHIO

J. E. DOCKENDORFF & CO.

EXPORT & IMPORT

ALLOY STEELS,
FORGINGS, ETC.

20 BROAD STREET
NEW YORK CITY

GEORGE D. LAMB

Manufacturer of

Military Goods
Officers' Personal Equipment
Leather, Duck and Web
Specialties

337 Broadway New York

JAMES BEVERIDGE, Proprietor

WILLIAM L. BARRELL
COMPANY

Cotton Duck

Waterproof Duck
Bleached Duck

Awning Stripes—Khaki Fabrics

8 THOMAS STREET NEW YORK

THE HOME
INSURANCE COMPANY
NEW YORK

"One Policy of The Home of New York Recommends Another."

ORGANIZED 1853

ELBRIDGE G. SNOW
President

RESOURCES INVESTED IN
AMERICAN SECURITIES

ALL BRANCHES OF FIRE INSURANCE

Fire, Lightning Automobile, Explosion, Hail, Marine (Inland and Ocean), Parcel Post, Profits and Commissions, Registered Mail, Rents, Sprinkler Leakage, Tourists' Baggage, Use and Occupancy, Windstorm, Full War Cover.

Ask for a Policy in
"THE HOME OF NEW YORK"
Agents Everywhere

Catz American Company, Inc.
59 PEARL ST., NEW YORK

Importers and Exporters

Spices, Oriental Produce and
Dried Fruits

Also, San Francisco, Cal.
Batavia, Dutch East Indies

J. T. POLK COMPANY

The "Sunlight" Canning Factory
GREENWOOD, INDIANA

Branch Factories at

MOUND CITY, ILL.
BARLOW, KY.
WICKLIFFE, KY.
COLUMBUS, KY.
ARLINGTON, KY.
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UNITED SHOE MACHINERY CORPORATION

205 Lincoln Street, Boston, Massachusetts

IN TIMES of peace as well as in times of war, the resources of the executive organization of the United Shoe Machinery Corporation, its manufacturing and service departments, all of its many facilities are instantly and continuously available for the shoe manufacturers of the country.

¶ As industrial preparedness in shoe manufacturing and in shoe machinery helped win the war, so now will it help in the readjustments of the constructive period which the country is facing.

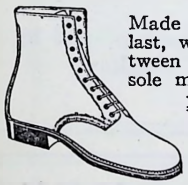
¶ The efficiency of the American boot and shoe industry has never been greater than it is to-day. This is contributed to by the existence of a highly perfected system of shoe machinery, auxiliary and essential, and accompanying service—a system and service which are the result of years of intensive development and business genius constructively applied.

Factories at Beverly, Massachusetts

OFFICERS' FOOTWEAR

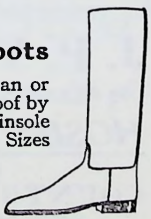
A boot and a shoe, both adapted for trench service—but suitable for dress wear as well. Both made of selected materials as good military footwear should be made.

Officers' Cordovan Shoes



Made on a splendid service last, with a rawhide sole between the insole and the outsole making the shoe waterproof. Sizes 6 to 11. Widths A to EE.

Officers' Riding Boots



May be had in Cordovan, tan or cherry calf. Made waterproof by a rawhide sole between the insole and outsole. Height 18 in. Sizes 6 to 11. Widths A to EE.

ROSENWASSER BROS., Inc.
LONG ISLAND CITY NEW YORK

Officers

of the British, French and Allied Armies and Navies were well acquainted with the superior durability of Fownes Cape gloves, before the War. Since then they have used "Capes" in even larger quantities.

In America Fownes Capes are of the same high Service standard —and are also washable.

Civilians, Army and Navy Officers,—*if* its a

FOWNES

that's all you need to know about a GLOVE.

ESTABLISHED 1855
MAURICE O'MEARA CO.
Manufacturers, Dealers, Importers and Exporters of
Paper of all Kinds
News, Book, Writing, Coated, Ledger, Bond
Litho., Label, Music, Embossed
Kraft, Manilla, Fibre.
Lining, Cardboard; Tissues—Interleaving,
Carbon, Pattern, White, Manilla, Colors
and Specialties.
Phone Worth 50, 51, 52, 53 448-450 Pearl Street

LE ROY SHIRT CO.
CHAS. SCHNITZER, Prop.
Makers of
Le Roy
"The Shirt With a Standard"
Regulation O. D. Army Shirt
114 FIFTH AVE. NEW YORK

SIMPLEX
WIRES AND CABLES
INSULATED WITH
RUBBER
CAMBRIC
OR
PAPER
SIMPLEX WIRE & CABLE Co
MANUFACTURERS
201 DEVONSHIRE ST. BOSTON
CHICAGO SAN FRANCISCO

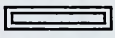
Lick the Stamps and Lick the Kaiser
W.S.S.
WAR SAVINGS STAMPS
ISSUED BY THE
UNITED STATES GOVERNMENT
This advertisement placed by Neth & Mackay

ESTABLISHED 1867
THE
VILTER MFG. CO.
MILWAUKEE, WIS.
ICE and REFRIGERATING MACHINERY
CORLISS and POPPET VALVE ENGINES

J. P. VOORHEES
92 FRANKLIN ST., NEW YORK CITY
HOSIERY of QUALITY
MENS ½ HOSE
COUNTRY GENTLEMAN
BEST MERCERIZED LISLE
KILL-KARE FINE COTTON
Keep Your Troubles Off Your Feet

Please say you saw the advertisement in the INFANTRY JOURNAL.

La Belle Iron Works



Steubenville
Ohio

TELEPHONES GREELEY 4721–4722

Tip-Top Waist and Dress Co.

◆ ◆

134–142 West 37th St. New York

F. Mayer Boot & Shoe Co.

MANUFACTURERS · MILWAUKEE

MAKERS OF

HONORBILT SHOES
FOR MEN—WOMEN—CHILDREN
DRY-SOX SHOES FOR MEN
MARTHA WASHINGTON SHOES
For Women

NO IMITATION

has yet been produced to equal the piquant and lively flavor of

LEA & PERRINS' SAUCE

The Original Worcestershire

You may save a penny or two by buying a "substitute"—but why? 7

AMERICAN BLEACHED GOODS COMPANY

⊞

Cotton Goods Commission Merchants

⊞

39 & 41 Leonard St. NEW YORK

PAULSON, LINKROUM & CO., INC.

Cotton Yarns

87–89 Leonard Street
NEW YORK

Please say you saw the advertisement in the INFANTRY JOURNAL.

Phillips-Jones Co., Inc.

Shirt Manufacturers

Ferry Hat Mfg. Co.

230 Fifth Avenue
New York

MAIER, MORTON & BROWNE

SHIRTING FLANNELS

59 LEONARD STREET NEW YORK

P. Lorillard Co.

Business Established 1760
158 years ago

We furnished tobacco for the soldiers of the

Revolutionary War
(1775-1783)

War of 1812
(1812-1815)

Mexican War
(1846-1848)

Civil War
(1861-1865)

Spanish War
(1898)

and are now furnishing Climax Plug "The Grand Old Chew" to the soldiers fighting for the

Liberty of the World

Lick the Stamps and Lick the Kaiser

W.S.S.

WAR SAVINGS STAMPS
ISSUED BY THE
UNITED STATES
GOVERNMENT

This advertisement contributed by
Phoenix Wire Works, Detroit, Mich.

VALCO
TRADE MARK

Pajamas and Night Robes

VALCO MANUFACTURING COMPANY
107-113 FRANKLIN STREET
NEW YORK

JAMES LEES & SONS CO.

Manufacturers of

Worsted and
Woolen Yarns

FOR WEAVING and KNITTING

Also

Minerva Yarns

FOR HAND
KNITTING and CROCHETING

Mills and Main Office
BRIDGEPORT, PA.

New York Office
220 FIFTH AVE.

Chicago Office
175 WEST JACKSON BOULEVARD

AMERICAN WOOLEN COMPANY

"OUR BIT"

TO have served the government faithfully—without neglecting domestic trade.

To have effected far reaching economies—without compromising quality or range.

Are American Woolen Company achievements that emphasize the advantages of an organization backed by the facilities of more than fifty modern mills.

AMERICAN WOOLEN CO.

WM. M. WOOD, *President*

Russell, Burdsall & Ward Bolt & Nut Co.

Makers of Bolts, Nuts and Rivets

ESTABLISHED 1845

Port Chester New York

CHARCOAL IRON CO.

OF AMERICA

Acetate of Lime Wood Alcohol
Charcoal Pig Iron

FOUR BRANDS

HINKLE, CHAMPION,
MICHIGAN, PINE LAKE

CHARCOAL IRON COMPANY

OF AMERICA
DETROIT

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Neal & Brinker Company

MILL, FACTORY CONTRACTORS AND RAILROAD SUPPLIES

81 White Street, New York

LE ROI COMPANY

MILWAUKEE
WISCONSIN

B&B

Double-Sure Products

Absorbent Cotton
Sterile Bandages
Sterile Gauze
Adhesive Plaster
Medicated Plasters
Suspensories
Athletic Supporters

BAUER & BLACK
Makers of Surgical Dressings, Etc.
CHICAGO NEW YORK TORONTO

Highest quality materials, expert workmanship and 80 years' experience have made

CHATILLON SCALES
and
FOSTER BROS. CUTLERY
The Standard of the World.
Always At Attention
And Ready for Your Order.

JOHN CHATILLON & SONS
ESTABLISHED 1835
85 Cliff St. New York City

Detroit Vapor Stove Co.

Danubil

Danubil Sheet Packing
Hudsonil Sheet Packing
Danubil Flax Packing
Fire, Deck and Water Hose, etc.
Danubil Asbestos Metallic Sheet
Danubil Asbestos Wick
Danubil Asbestos Tape
Danubil Asbestos Gaskets
Danubil Asbestos Gloves

Rubber and Asbestos Packing of Every Description

THE
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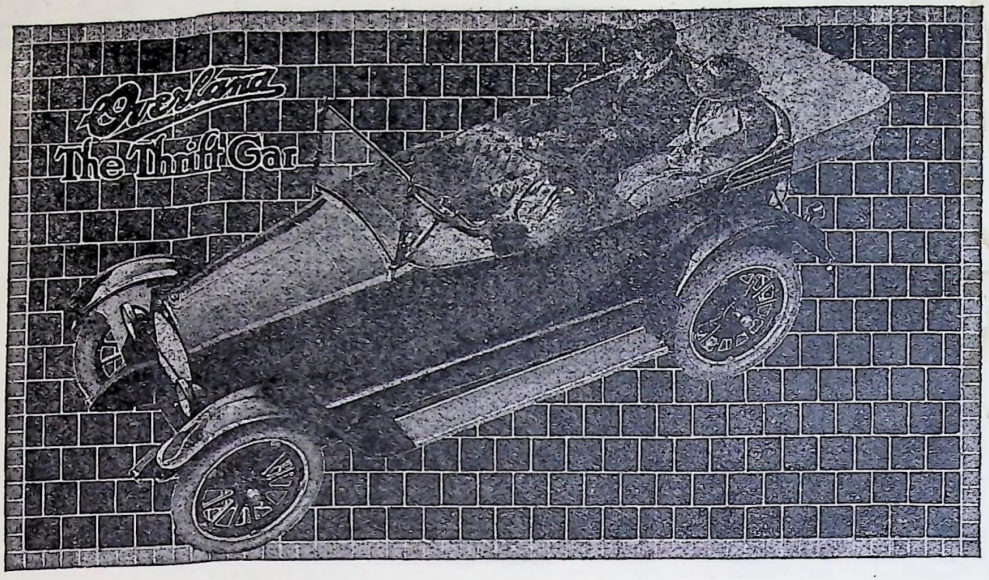

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